MASTER'S THESIS

Alignment in the CRM domain: a study into the manifestation of co-evolutionary IS/IT-alignment in a CRM context

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Abstract

Ever since the 90s, Customer Relationship Management (CRM) has been a topic of interest for organisations because of its numerous benefits, such as improving product and service quality, increasing customer satisfaction and convenience, improved productivity and financial performance and adding various new delivery/service channels. However, despite all the attention, CRM remains a complex concept to grasp. Due to this complexity, organizations keep struggling with adopting CRM successfully. The lack of alignment between business and IT is often mentioned as one of the leading issues of the implementation of CRM. In this study, we used a single case study to extensively research the manifestation of co-evolutionary IS-alignment (COISA) in an eCRM implementation. The results indicate that COISA manifests within all and between almost all alignment processes, except for the strategy formulation process. Furthermore, we discovered additional phases within the Strategy formulation, IT implementation and IT usage alignment processes where alignment between stakeholders differed within the same alignment process. With this result, we have extended the COISA model and help COISA related research by adding important detail to the model. This study also helps organizations by emphasizing the importance of alignment during eCRM implementations.

Key terms

Co-evolutionary IS-alignment (COISA), Customer Relationship Management (CRM), Business-IT Alignment (BITA).

Summary

Information Technology (IT) has become essential for contemporary businesses by changing the way businesses interact with customers and partners. With the rise of consumerism and individualism in the 20th century and the move of focus from customer transaction to customer relationship, Customer Relationship Management (CRM) became a topic of interest for organisations because of its numerous benefits, such as improving product and service quality, increasing customer satisfaction and convenience, improved productivity and financial performance and adding various new delivery/service channels. However, despite all the attention, CRM remains a complex concept to grasp. Due to this complexity, organizations keep struggling with adopting CRM successfully. The lack of alignment between business and IT is often mentioned as one of the leading issues of the implementation of CRM.

The objective of this paper is to get more insight into the alignment of stakeholders during a CRM implementation by using the emerging concept of co-evolutionary IS/IT-alignment (COISA). To reach this objective, we posed the following main research question: "*How does co-evolutionary IS-alignment manifest in Customer Relationship Management implementations?*". To answer the main research question, we performed a systematic literature search, defining key concepts of our research. Furthermore, based on the results from our literature search, we created a CRM stakeholder framework of relevant stakeholders in a CRM context. We also concluded that the current body of knowledge about BITA in a CRM context does not provide direct answer to our main research question. Therefore, we performed a single case study within a large postal logistics company in the Benelux that recently undergone an extensive eCRM implementation. In total, we performed nine retrospective semi-structured interviews with important stakeholders. These interviews were transcribed and coded using a hybrid coding approach.

The results show two important findings. First, we concluded that all alignment processes, except for the Strategy formulation process, show indicators of co-evolutionary IS alignment. We also found co-evolutionary alignment between almost all alignment processes. Again, the strategy formulation process was the exception. The strategy formulation process only had indicators of one-way interactions from the EAM process and to the strategy implementation process. Secondly, we also found additional phases within the Strategy formulation, IT implementation and IT usage alignment processes. These additional phases are of importance, because we have found different levels of co-evolution between stakeholders between these phases within the same alignment process. Within the strategy formulation process the alignment between stakeholders differed slightly during the 'strategic thinking' and the 'strategic planning' phase. This difference in alignment between stakeholders during different phases within the same alignment process is even greater within the IT implementation and IT usage processes. The 'requirements gathering' phase within the IT implementation process shows many indicators of co-evolutionary alignment. In contrast to the 'requirement implementation' phase, where we have found substantially less indicators of co-evolution. However, both of these phases are within the same alignment process, making it necessary to add an additional level of detail to this process. The same conclusion can be drawn for the IT usage process. The 'hyper-care' phase shows substantially higher levels of co-evolutionary alignment between stakeholders than the 'business implementation' and 'run' phases that we have identified within the IT usage alignment process. Based on these results, we argue that the high level of conceptualization of the five processes in the COISA model could result in some loss of detail.

We contribute a valuable extension of the COISA model by adding necessary detail to the Strategy formulation, IT implementation and IT usage processes. Our research proves that the COISA model is not only suitable to demonstrate and visualise alignment processes within the context of an EMR implementation, but is also a suitable model to use within other complex implementation contexts, like an eCRM implementation. Furthermore, we expand on the current body of knowledge of research on BITA in a CRM context by researching how (co-evolutionary) alignment manifest during an actual eCRM implementation. The results also offer some practical implications for organizations that are involved in the implementation of an eCRM platform. The result of our research emphasizes the importance of alignment during eCRM implementations. Therefore, organizations should actively stimulate and support the alignment between stakeholders within and between the alignment processes and the distinct phases that are identified in this research. Second, our research shows a lack of alignment between stakeholders within and between the strategy formulation process and other processes. Organizations should realize that alignment within the strategy formulation process should not only focus on the strategic planning phase, but also during the strategic thinking phase.

Contents

1. Introduction

1.1. Background

Information Technology (IT) has become essential for contemporary businesses by changing the way businesses interact with customers and partners. Nowadays companies simply cannot operate successfully without the use of IT. Some companies even operate solely in the digital space, creating new business models by offering digital native products and services (BusinessVibes, 2015; Grabowska, Gajdzik, & Saniuk, 2020).

This importance translates to billions being spent on IT every year. Gartner reports an average yearly increase of IT spending of 3,6% (Gartner, 2018), which is also reflected in the Customer Relationship Management (CRM) market. In the past decade, CRM has steadily been in the top 10 largest IT investments (SIM, 2018). The global CRM market size is valued at over 40 billion USD in 2019 and expected to grow over 14% every year to a staggering 114.4 billion USD by 2027 (Grand View Research, 2020). Ever since the 90s, CRM has been a topic of interest for organisations because of its numerous benefits, such as improving product and service quality, increasing customer satisfaction and convenience, improved productivity and financial performance and adding various new delivery/service channels (Sigala, 2004). The attention to and growth of CRM is influenced by the rise of consumerism and individualism in the 20th century. This increased customer demand and power, results in companies needing to have better insight into their customer needs to increase customer satisfaction and retain customers so that they could stay competitive (Sinha, 2016). Organizations moved from focussing on customer transactions to customer relationships (M. L. Hart, 2006). This has led to an increase in focus on the concept of CRM (Gneiser, 2010). As of today, CRM is considered a top 10 priority for CIO's (NASCIO, 2020).

1.2. Exploration of the topic

Despite all the attention, CRM remains a complex concept to grasp. This already becomes clear when looking at the plethora of definitions and the lack of a common conceptualization of CRM (M. L. Hart, 2006; A. Zablah, D. Bellenger, & W. Johnston, 2004). CRM is a complex concept that needs to be approached from a holistic perspective, involving technology, process, strategy and philosophy aspects (Bull, 2003; Gneiser, 2010; Payne & Frow, 2018; Piskar & Faganel, 2009).
There are a few aspects that make CRM complex. One of them is the influence of environmental turbulence on the relationship between CRM and organizational performance (Abbas & Hassan, 2017; Chong, Bian, & Zhang, 2016; Jaakkola et al., 2016; Peltier, Zhao, & Schibrowsky, 2012). CRM implementations also include many stakeholders (Ramachandran, 2009) that need a shared understanding of CRM as a concept (Plouffe, Williams, & Leigh, 2004). Powell, Noble, Noble, and Han (2018) found that the degree of utilizing CRM technology depends on the specific CRM support function and the characteristics of the operating environment, making the level of CRM technology needed differ per organization, adding more complexity.

Due to this complexity, organizations keep struggling with adopting CRM successfully. Studies have shown that the implementation of CRM does not always deliver the promised benefits (Rigby, Reichheld, & Schefter, 2002). Industry analysts estimate the average failure rate of CRM projects at 33% (CIO magazine, 2017). The lack of alignment between business and IT is often mentioned as one of the leading issues of the implementation of CRM (Bohling et al., 2006; Chen, Ching, Li, & Liao, 2004; Dalla Pozza, Goetz, & Sahut, 2018; Gneiser, 2010; Mohamed, Mahmud, Hussein, &

Aditiawarman, 2014; Sigala, 2005; A. R. Zablah, D. N. Bellenger, & W. J. Johnston, 2004). This makes Business/IT alignment (BITA) a top priority for companies that implement and use CRM (M. L. Hart, 2006; Sen & Sinha, 2011).

1.3. Problem statement

One of the antecedent elements to achieve efficacious CRM practices, and thus increase organizational performance, is aligning CRM strategy with IT strategy (Chen et al., 2004; Gneiser, 2010; M. L. Hart, 2006; Lin & Huang, 2007; Mohamed et al., 2014). This has resulted in BITA within a CRM context being an interesting topic for researchers and practitioners, leading to research that gives some insights into whether and to what extent BITA influences the successful implementation of CRM (Chen et al., 2004; Dalla Pozza et al., 2018; Gneiser, 2010; Lin & Huang, 2007; Mohamed et al., 2014; Wetsch, 2008; A. R. Zablah et al., 2004) and how to conceptualise BITA within a CRM context (Batenburg & Versendaal, 2004, 2007; Wehmeyer, 2005).

Despite this attention, the failure rate of CRM implementations remains high and the problem persists (CIO magazine, 2017; Cloud Analogy, 2020). Lack of alignment is, as of today, still identified as a problem that contributes to this failure rate (Adams, 2020; Salesforce, n.d.). Because of the persistent failure rate, the complexity of CRM implementations and the role that BITA plays, additional research into BITA within a CRM context remains necessary.

Recently, the way scholars and practitioners' approach BITA has been criticized for not taking into account the complex theory perspective (Amarilli, Van Vliet, & Van Den Hooff, 2017; Zhang, Chen, & Lyytinen, 2019). This has resulted in the emergence of the concept of co-evolutionary IS/IT-alignment (COISA). COISA can be defined as *"continuously exercised alignment processes, characterized by co-evolutionary interactions between different IS stakeholders, in pursuit of a common interpretation and implementation of what it means to apply IT in an appropriate and timely way, in harmony with business strategies, goals, and needs"* (Walraven, van de Wetering, Helms, & Caniëls, 2020, p. 1). This thesis argues that the aforementioned complexity that surrounds CRM implementations is reason to further research BITA using the emerging concept of COISA, that is specifically suited to cope with alignment in complex environments (Walraven, van de Wetering, Helms, Versendaal, & Caniëls, 2018). By getting insight into how BITA works from a COISA perspective, practitioners can focus on alignment interactions to better facilitate them, resulting in improved BITA within a CRM context. In the end, this could contribute to an increase of successful CRM implementations.

1.4. Research objective and questions

The objective of this thesis is to get more insight into the alignment of stakeholders during a CRM implementation by using a complex theory perspective of BITA.

To reach this objective, the main research question (MRQ) of this thesis is as follows:

MRQ: *How does co-evolutionary IS-alignment manifest in Customer Relationship Management implementations?*

To get a clear understanding of relevant stakeholders in a CRM context, we pose sub research question (SRQ) 1:

SRQ 1: what are relevant stakeholders in a CRM context?

To get insight into the manifestation of COISA it is important to identify within and between which alignment processes COISA manifests. Therefore, the second and third SRQ's are as follows:

SRQ 2: ***within*** which alignment processes described in the COISA model does co-evolutionary IS-alignment manifest?

SRQ 3: ***between*** which alignment processes described in the COISA model does co-evolutionary IS-alignment manifest?

1.5. Motivation/relevance

The theoretical relevance of this thesis is twofold. First this thesis contributes to a better understanding of BITA in a CRM context, increasing the current body of knowledge while answering to the call to do more research into alignment in a CRM context (Mohamed et al., 2014). Secondly, this thesis contributes to the extant literature on BITA, especially in the area of applying complex adaptive systems (CAS) theory in the form of the COISA model. With this research, we answer the call of Walraven et al. (2020) to do more empirical research in applying COISA to a different context, strengthening the general knowledge on applying a COISA perspective on stakeholder alignment.

Second, this thesis helps practitioners that are working on CRM implementations to get a better understanding of the way alignment manifests during CRM implementations in complex conditions. With this knowledge, practitioners can act by giving alignment the right attention during CRM implementations.

1.6. Main lines of approach

The remainder of this thesis will be structured as follows. Chapter 2 will hold the theoretical framework of this research as well as describe the search methodology. Chapter 3 will describe the research method that is used to gather results and answer the research questions. Chapter 4 describes the gathered results and the analysis that has been performed. Chapter 5 discusses the results and draws a conclusion based on the posed research questions, concluding by discussing the limitations of this research and gives recommendations for further research in the area of applying COISA to CRM implementations.

2. Theoretical framework

2.1. Research approach

For this thesis, a systematic literature search was employed, following the first three stages described by Wolfswinkel, Furtmueller, and Wilderom (2013): Stage 1: Define, Stage 2: Search and Stage 3: Select.

In stage 1, the search terms (and synonyms), fields of research, criteria and sources were defined. The following key search terms were used: alignment and Customer Relationship Management. Based on the article by Chan and Reich (2007), the following synonyms were used for the key search term 'alignment': fit, BITA, integration, linkage, harmony and fusion. For 'Customer Relationship Management' the abbreviation 'CRM' was identified as a synonym. During stage 2 of the literature search, every possible keyword combination was applied. The abbreviation 'CRM' is also used for the topic of 'Cause Related Marketing' and was therefore excluded when possible.
To not dilute the search results, appropriate fields of research were identified and selected[1]. To uphold the scientific integrity, the author only included peer-reviewed papers (Wolfswinkel et al., 2013). As is customary in the scientific field all papers that were selected for this thesis are written in English. To increase the relevance, the search was limited to only search for the search terms in the titles and abstracts.
The online library of the Open University in the Netherlands was used as the main source. This online library gave the author access to several online sources. Given the topic of this thesis, the second source that was used is the AIS eLibrary. This source mainly focuses on articles related to information systems (Association for Information Systems (AIS) eLibrary, n.d.) and is therefore an excellent source.

In stage 2, the actual search queries were executed. This was an iterative process. Insights from the initial search queries were applied to the first stage, improving the search strategy.

In stage 3, articles from the search results were examined on relevancy. An article was found relevant if the title and/or abstract included the term "alignment" (or one of its synonyms) and "Customer Relationship Management" and the central topic of the article is about alignment in a CRM context. First the title and abstract were read for all the articles from the search results (taking into account the search criteria). Next the introduction and conclusion chapters were read. Based on these practical criterion, the whole article was considered relevant for this thesis[2].
All steps and results were registered in a search logbook. This logbook is available on request.

2.2. Implementation

The systematic literature study was carried out in the period from September to December 2020. Four search queries[3] were composed, resulting in a total of 32 articles that were deemed relevant. All articles that were deemed relevant and that are used in the theoretical framework of this thesis are listed in Appendix 3.

[1] The following fields of research were identified and selected: applied science, architecture, business, computer science, economics and library & information science. The author of this thesis understands that some of these fields, such as architecture, in essence, are not relevant to the information systems discipline. However, during some initial searches it was found that some papers are 'misfiled' under these disciplines. For reasons of completeness these disciplines were included in the search strategy.
[2] See Appendix 1 for a graphical overview of the selection process.
[3] See Appendix 2 for an overview of search queries that were used.

2.3. Results and conclusions

2.3.1. Defining CRM, BITA and co-evolutionary IS/IT-alignment (COISA)

CRM has been defined and conceptualised from many perspectives. In their paper, A. Zablah et al. (2004) describe five perspectives of CRM: process, strategy, philosophy, capability and technology. The process perspective focuses on the process aspects of relationship development and maintenance and that the buyer-seller relationship must evolve to be sustainable. The strategic perspective focuses on the balance between the resources that organizations invest in a specific relationship and the relative lifetime profitability of that customer. The philosophy perspective describes CRM as a business philosophy aimed at achieving customer centricity. The capability perspective describes CRM as a set of tangible and intangible resources that enables organizations to change its behaviour based on the individual need of the customer. Lastly, the technology perspective describes CRM from a functionality and user acceptance perspective and the way this contributes to building customer knowledge and manage interactions (A. Zablah et al., 2004). Researchers and practitioners also introduced variances of the abbreviation CRM to, for example, highlight the role of technology in the CRM context (eCRM) (M. L. Hart, 2006), the role of social media in CRM (social CRM or sCRM) (Gneiser, 2010; Paliouras & Siakas, 2017) or the role of mobile in the CRM context (mCRM) (Negahban, Kim, & Kim, 2016). This thesis focuses on BITA in the context of CRM implementations and therefore is looking at the implementation of technology in CRM (eCRM).

In this thesis, we utilize the definition of BITA given by Luftman and Brier (1999, p. 109): *"[…] applying IT in an appropriate and timely way, in harmony with business strategy, goals and needs."* We choose this exact definition, to keep in line with the definition used in the research by Walraven et al. (2018).

Two major perspectives on BITA can be distinguished. One perspective views BITA as a linear process, which has a clear end-state of reaching an alignment equilibrium. The second perspective views BITA as a non-linear continuous process that is being executed on different levels within a complex system (i.e., an organization) (Chan & Reich, 2007). This non-linear continuous view on BITA has resulted in the emergence of the concept of COISA, as described in chapter 1. In their research, Walraven et al. (2018) have further conceptualized COISA by creating a COISA model (see figure 1). This model explicitly addresses the business processes where co-evolutionary alignment takes place and therefore will be used as the theoretical foundation of the research in this thesis.

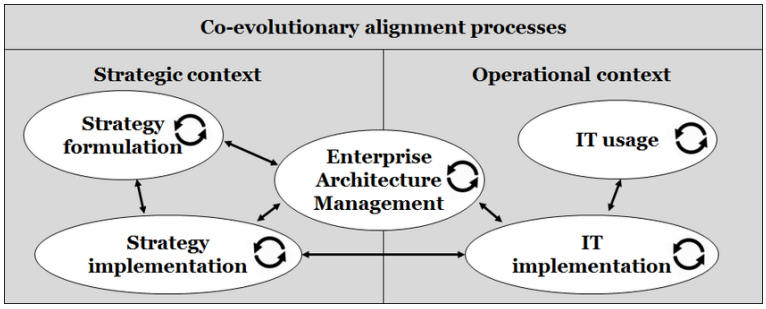

Figure 1. Conceptual model of COISA.

The working definitions of the five alignment processes that are described by Walraven et al. (2018) are adopted in this thesis (see Table 1).

Table 1. Working definitions of alignment processes within a CRM context.

Alignment process	Working definition
Strategy formulation	The process of defining strategic objectives that the organisation wants to achieve.
Strategy implementation	The process of setting up and maintaining structures to ensure that strategic objectives are realised in the operational context of the organisation.
Enterprise Architecture Management (EAM)	The process of managing an organisation's architecture.
IT implementation	The process of embedding an IT solution within an organisation.
IT usage	The process of employing a system to perform a task.

The definition of COISA given by Walraven et al. (2018) (see chapter 1) is used when searching for COISA manifestation within and between the alignment processes. We adhere to the perspective of previous research into co-evolutionary IS-alignment and regard interactions between stakeholders as "co-evolutionary IS-alignment" when there is a continuous two-way interaction between one or more business stakeholder(s) and IT stakeholder(s), with the purpose of applying IT in an appropriate and timely way, in harmony with business strategy, goals and needs (Amarilli et al., 2017; Benbya & McKelvey, 2006; Walraven et al., 2018).

2.3.2. What are relevant stakeholders in a CRM context (SRQ1)?

Because the topic of this thesis focuses on the manifestation of COISA during the implementation of eCRM information systems, we use the definition of a stakeholder given by Pouloudi, Currie, and Whitley (2016, p. 110): *"the individuals, groups, organisations, or institutions who can affect or be affected by an information system"*. By using this definition, we also align with the definition used by Walraven, van de Wetering, Versendaal, and Caniëls (2019).

In extant literature, the following stakeholders are found relevant in a CRM context. First, the organization that attempts to foster an enhanced relationship via its CRM implementation or program ("seller") and the customer ("buyer") are defined as "core" stakeholder groups (Plouffe et al., 2004). S. Hart, Hogg, and Banerjee (2002) extend the core stakeholders with CRM software vendors and CRM consultants. The notion of "seller/firm" is however too generic and is further categorized in extant literature into general management, IT and (customer facing) employees (e.g., marketing, sales and service) (Bohling et al., 2006; Plouffe et al., 2004; Sathish, Pan, & Raman, 2003; A. R. Zablah et al., 2004).

Other stakeholders that were found relevant are defined as "non-core" or "secondary" or even "tertiary" stakeholders, because they are not directly affect or are affected by an eCRM system. These stakeholders include CRM application service providers, Computer hardware vendors, Commercial and academic researchers, Media/market commentators and Government (S. Hart et al., 2002; Plouffe et al., 2004). Because of the focus of this thesis on eCRM implementations, these stakeholder groups will not be taken into account.

With this definition in hand and the results from aforementioned studies, we can synthesize the following stakeholder groups.

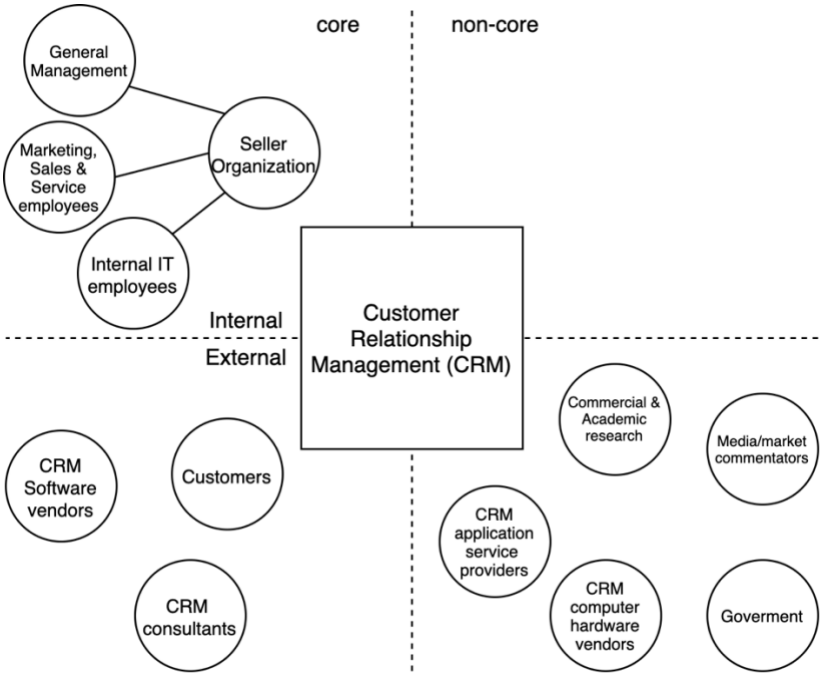

Figure 2. An overview of CRM stakeholder groups.

2.3.3. Within and between which alignment processes described in the COISA model does co-evolutionary IS-alignment manifest (SRQ 2 and 3)?

The current body of knowledge about BITA in a CRM context does not provide direct answer to these SRQ's. However, it is still possible to get some insight into COISA within a CRM context by analysing single case studies that describe CRM implementations.

For example, Viaene and Cumps (2005) describe the implementation of CRM by KLM Royal Dutch Airlines. In their single case study, they describe a number of phenomena that can be related to the COISA alignment processes defined by Walraven et al. (2018). Their article describes the introduction of CRM as a strategic building block, that consistently was brought under the attention of the board during meetings and to the organization using newsletters, indicating alignment within the Strategic formulation process. They further describe the creation of a new CRM department with direct access to the board to execute KLM's CRM strategy. Furthermore, they describe that the CRM vision and mission statements were translated into concrete actionable directive goals to establish a link between the vision and the actual CRM projects. This indicates alignment within the strategic implementation process and at least one-way alignment between the strategic formulation and implementation processes. They also describe that they involved both ICT and business during the CRM vendor and technology selection, to help to create the necessary buy-in. This indicates some alignment between the strategic and operational context. However, the term used for IT ("ICT people") is ambiguous and the specific alignment process(es) in the COISA model cannot be pinpointed. Furthermore, they describe alignment between Strategy formulation and implementation and EAM by describing the process of defining a new ICT architecture based on the enterprise-wide requirement of a single view of the customer. Alignment within the IT-implementation and between IT-implementation and IT-usage is also described in the form of an intensive CRM training program for middle management and frontline staff that was done during the

CRM implementation program. Alignment within the EAM alignment process is described in the form of the “process managers”, that were responsible for aligning and integrating individual projects.

Based on the case description of Viaene and Cumps (2005), one could conclude that alignment interactions can be found within and between multiple alignment processes mentioned by Walraven et al. (2018). However, it is difficult to determine if these interactions are co-evolutionary. It is also important to state that drawing these conclusions based on an interpretation of the results from this study is not scientifically sound because of the fact that the study of Viaene and Cumps (2005) was not meant to give answers to these research questions. However, this information can still be used to compare with the outcome of the research performed in this thesis.

2.4. Objective of the follow-up research

The structured literature review gave insight in relevant stakeholders in a CRM context. The author did not find any research that *explicitly* studies the manifestation of co-evolutionary alignment in a CRM context by taking into account the dynamics and complexity of contemporary organizations. Thus, the objective of this research is to investigate the manifestation of COISA between relevant stakeholders in eCRM implementations and specify within and between which alignment processes described in the COISA model this manifestation occurs. This objective is addressed by conducting a single case study, which is further described in chapter 3. The data on which we answer the research question is further described in chapter 4.

3. Methodology

3.1. Conceptual design: select the research method(s)

To answer the MRQ, we rely on an accurate profile of co-evolutionary alignment related events, persons and situations that happened during (a) CRM implementation(s). Descriptive research is well suited to get this accurate profile (Saunders, Lewis, & Thornhill, 2019) and will be the research model of choice for this research.

The MRQ suggests the adoption of a single case study based research strategy. Another reason to adopt the single case study research strategy is the fact that the behavioural events cannot be directly controlled (Yin & Campbell, 1994). Despite the drawbacks of not being able to compare the differences and similarities between cases, a single case study approach is still considered suitable to describe a phenomenon (Gustafsson, 2017). Dyer and Wilkins (1991) even argue that a single case study can produce more and better high-quality theory.

The single case study was performed within a large postal logistics company in the Benelux. To reach organizational strategic goals, an implementation of a new eCRM platform was performed in the period of 2013 till 2019. The implementation was performed for two large business units within the case organization, merging two different eCRM systems into one central eCRM platform. These business units differ from each other in terms of the operational aspects and market growth. This implementation can be considered extensive, based on the time period, budget and scope of the implementation. The implementation was performed together with an external implementation partner. Because of the scope of the implementation, many stakeholders from both business and IT (internal and external) were involved during the implementation. A quick scan of project documentation in preparation of this study showed that alignment has been a topic of attention within the project. Given the fact that the implementation was performed within an eCRM context and the number of stakeholders involved from two very distinct business units, where alignment of business and IT was an important aspect for project success, the case is found suitable for this research.

3.2. Technical design: elaboration of the method

Two collection methods were used to gather data for this research: retrospective semi structured interviews and desk research. Based on the stakeholder groups that were found as a result of answering SRQ1, interviewees from the case organization were selected. To get maximal coverage of the five alignment processes described by Walraven et al. (2018), a broad pallet of stakeholders from both the strategic and operational context was chosen. Another reason why these interviewees were chosen is because of their key role during the CRM implementation and because they operated at the intersection of business and IT. An interviewee for the “customer” stakeholder group was not selected because that stakeholder group was not represented during the eCRM implementation within the case organization. No interviewee from the “CRM Software Vendor” stakeholder group was available.

Table 2. An overview of interviewees.

Stakeholder group	Role of interviewee	Related alignment process(es)
Customers	n/a	n/a
General Management	Director of Strategy	Strategy Formulation
General Management	Former Director of IT Customer Excellence	Strategy Formulation
General Management	Manager Marketing & Product	Strategy Implementation
General Management	IT Manager	IT Implementation
Marketing, Sales & Service employees	Business Implementation Manager	IT Implementation IT Usage
CRM consultants	Solution Architect of Implementation partner	Enterprise Architecture Management IT Implementation
CRM software vendors	n/a	n/a
Internal IT employees	Lead Domain Architect	Enterprise Architecture Management
Additional interviewees:		
General Management	Former Manager Customer2Cash	Strategy Formulation Strategy Implementation
General Management	Former Customer Complaint Manager	IT Implementation IT Usage

After the initial set of interviews, two additional key players were identified and interviewed. Before conducting the interviews, an interview protocol with a list of topics and questions was prepared[4]. The interview protocol is composed using phase 1 and 2 described in the Interview Protocol Refinement (IPF) framework by Castillo-Montoya (2016). The use of this framework strengthens the reliability of interview protocols used for qualitative research. The IPR framework is suited for structured and semi-structured interviews (Castillo-Montoya, 2016, p. 811). The interviewees were informed in advance about the subjects that were discussed during the semi structured interview. Interview questions were prepared using our theoretical lens of the COISA model and divided in three sections: questions related to the strategy, EAM and operational context. Interviewees were only asked the questions related to the context they were involved in. Interviewees that were involved in the EAM context were asked questions from all sections, because EAM acts as a connecting link between the strategic and operational context (Walraven et al., 2018, p. 10). All interviews were conducted digitally due to the current COVID19 pandemic. After the first few interviews the interview questions were slightly altered by simplifying some questions and adding one specific new question about the contribution of stakeholder groups.

To increase the credibility and validity of the results, we have gathered and analysed documentation that was drafted for this CRM implementation program to triangulate the results (Cohen, Manion, & Morrison, 2007, p. 141).

3.3. Data analysis

Before conclusions could be drawn from the data that was gathered in this thesis, a data analysis was performed. The interviews that were conducted were recorded, transcribed and coded using ATLAS.ti. Coding was performed using a hybrid coding approach, using both deductive and inductive coding. For the deductive approach, we used predefined codes based on the extant literature. This approach has been chosen because of the already extensive research done on the manifestation of COISA (Walraven et al., 2019) and the descriptive nature of the MRQ. However, to keep an open mind about the emergence of changes to the existing theoretical framework, we also coded co-

[4] See Appendix 4 for the interview protocol and questions.

evolutionary alignment related events, persons and situations that did not match our predefined codes. For example, stakeholders that were not described in paragraph 2.3.2 but, based on the research data, were found to be involved were coded using codes that were defined in an inductive matter[5]. For coding we used a descriptive coding method that is suitable for all qualitative studies, but: *"[…] particularly for beginning qualitative researchers learning how to code data, ethnographies, and studies with a wide variety of data forms […]."* (Saldaña, 2013, p. 88).

3.4. Reflection w.r.t. validity, reliability and ethical aspects

To establish and uphold the quality of the single case study performed in this research, we utilized the four tests and corresponding tactics described by Yin and Campbell (1994).

Construct validity was established by clearly stating the subject of research. Terms that were used throughout this research were clearly defined[6]. As a second measure, multiple sources of evidence were used to draw conclusions. Furthermore, a chain of evidence was established while performing this research by documenting a search log, transcribing and coding interviews and documents found during the desk research. This evidence is available upon request. A draft version of this thesis was reviewed by someone that had a central role between business and IT during the CRM implementation within the case organization.

Internal validity is of lesser concern for this thesis given the fact that we use descriptive research to get an accurate profile of events (Yin & Campbell, 1994). It is not the purpose of this research to establish causal relationships between two variables. Therefore, we will not employ tactics to establish internal validity.

For this thesis, the generalization that we seek is analytical instead of statistical generalization (Yin & Campbell, 1994). In this thesis, external validity is established by generalizing the findings to the COISA theoretical lens described in chapter 2. However, even with this tactic in place external validity is still limited because of the use of a single case study.

Reliability is established in this thesis by using a case study protocol during data collection to document the steps and choices made.

The case organization gave explicit consent to participate in the case study. To guarantee the privacy, the name(s) of the case organization and interviewees are anonymized during transcribing and coding and are omitted from this thesis. Interviewees participated on a voluntary basis and were not promised any compensation. Interviewees were also sent an informed consent form before conducting the interviewees to inform them about the purpose of this research and the way data was handled[7]. It is also important to state that the author was directly involved as an external consultant during the eCRM implementation. However, the role of the author during the eCRM implementation was strictly operational. The author recognized that this can cause researcher bias (Saunders et al., 2019).

[5] See Appendix 5 for an overview of the most important codes used. An overview of all codes used can be made available upon request.
[6] See paragraph 2.3.1 for the definition of terms that were used for this thesis.
[7] See Appendix 6 for the informed consent form that was used.

4. Results

4.1. Stakeholder involvement in alignment processes

Table 3 summarizes the involvement of each stakeholder per alignment process. Based on our analysis of the research data, we identified additional stakeholders, either completely new or a specification of the predefined stakeholders in chapter 2. With this information, we have expanded our CRM stakeholder framework.

The General management stakeholder group is expanded with specific stakeholders that were involved in the eCRM implementation program. This stakeholder group ranges from executive level to team/middle management from both business and IT. This stakeholder group not only contains hierarchal managers, but also program related roles that were in a management position like Business Program Managers, Business Implementation Manager and IT Program managers.

The Internal IT employee stakeholder group is expanded compared to the definition in chapter 2 and exists out of two stakeholders: IT architect(s) and Application consultants.

Finally, some additional non-core internal stakeholders were added, ranging from supporting departments like legal & privacy, finance/control and back office(s) to operational departments. We also identified an external testing partner as a non-core external stakeholder. These added stakeholders were identified as non-core stakeholders, because they do not directly affect or are affected by the eCRM implementation program.

Table 3. Involvement of stakeholders in alignment processes.

Context:	Strategic context		EAM	Operational context	
Alignment process: / **Stakeholder:**	Strategy formulation	Strategy implementation	EAM	IT implementation	IT usage
Core stakeholders - Internal					
General management					
Executive Management/Board					
Business & IT Directors					
Product/Business Owners					
Business Program Manager(s)					
Business Implementation Manager					
IT Program Manager(s)					
Team/Middle Management					
Marketing, Sales & Service employees					
Internal IT employees					
IT architect(s)					
Application consultant					
Core stakeholders - External					
Customers					
CRM Software vendor	minor				
CRM Consultants					minor
None-core stakeholders - Internal					
Legal & Privacy officers					
Finance/Control					
Operational departments					
Back office(s)					
None-core stakeholders - External					
External testing partner					

Some remarks need to be made on this overview. First, the former Director IT Strategic Change and the CIO are considered the "founding fathers" of the "all cloud" strategy that the case organization ventured on since early 2010. As part of that strategy, the CRM strategy was drafted and the eCRM implementation program was started. The secondary role of the former Director IT Strategic Change was that of Enterprise Architect within the case organization. This makes that the "IT architect(s)" stakeholder group was involved within the strategy formulation alignment process, albeit only in the form of this former director. Other enterprise or domain architects were only later involved in the strategy implementation process.

Second, in some alignment processes the lack of involvement is interesting. For example, the involvement of business-related stakeholders in the strategy formulation alignment process was low. This is further described in the next paragraph. The involvement of the CRM Software vendor in the strategy formulation process is marked as minor. The involvement consisted out of providing information and future plans for the eCRM platform to the IT Directors involved with the strategy formulation. However, as said, this involvement is minor. Also, no stakeholders from business were found to be involved in the EAM alignment process. Looking at the Customer stakeholder, this stakeholder was only involved within the operational context of the eCRM implementation program.

Third, the "CRM Consultant" stakeholder, consisting of an external implementation partner in the case of the case organization, had a strong presence in all alignment processes. However, their degree of involvement peaked within the IT implementation alignment process because they were mainly responsible for the implementation phase of the eCRM program. The external implementation partner was involved in the IT usage process, but the involvement was minor and temporary. The stakeholder responsible for the IT usage during the eCRM implementation program: *"We did involve someone from [name external implementation partner] who had some ideas about how to best implement the eCRM platform. We adopted some of the ideas that helped shape the implementation plan, but the majority of the ideas did not fit our idea of implementation. So, in the end, we decided to stop using the services that were provided by the external implementation partner."*

Forth, the "Marketing, Sales & Service employees" stakeholder consist of different roles within the organization like account (support) managers, call center agents, marketeers, etc. and were deployed in various capacities like subject matter experts during IT implementation and key-users during IT usage. However, in the strategic context, these stakeholders were not directly involved, but represented by multiple stakeholders, like Business & IT Directors, Product/Business Owners, Business Program Manager(s) and Team/middle management.

Last, there were several non-core internal stakeholders involved, like legal & privacy, finance/control, several operational departments and back office(s). Of those non-core internal stakeholders, only the Finance/Control stakeholder was involved during the formulation and implementation of the strategy, mainly to help set up the business case for the eCRM implementation program.

4.2. Co-evolutionary alignment within processes

Figure 3 summarizes the alignment within and between the alignment processes. The amount of co-evolution is marked using a gradient. Processes with predominantly two-way interactions are marked as “much co-evolution” (lighter colour). Processes with predominantly one-way interactions are marked as “little co-evolution” (darker colour). Processes that have indicators of both one- and two-way interactions are marked as “some co-evolution” (intermediate colour).

Based on our analysis of the research data, we found distinct “phases” within the Strategy formulation, IT implementation and IT usage processes compared to the original COISA model. Other processes did not show distinct phases. Upon further analysis, these distinct phases within the Strategy formulation, IT implementation and IT usage processes were deemed important because different levels of co-evolutionary alignment was found within those phases. The Strategy formulation process can be divided into two distinct phases: the “strategic thinking” and “strategic planning” phase. The strategic thinking phase, in which the initial strategy was formulated, showed no alignment between stakeholders. The strategic planning phase, in which the strategy was further detailed and discussed, showed some one-way alignment between IT and business stakeholders. Overall, the strategy formulation process showed no two-way co-evolutionary interactions. Both the Strategy implementation and IT implementation alignment processes showed many indicators of two-way co-evolutionary interactions between stakeholders. The IT implementation process can be divided into two phases: the “requirements gathering” and “requirement implementation” phase. The requirement gathering phase showed many indicators of co-evolutionary alignment between stakeholders. The requirements implementation phase showed less indicators of co-evolutionary alignment, since this phase was the primary responsibility of the external implementation partner. For the EAM and IT usage processes we found both indicators of one-way and two-way interactions. The IT usage process can be divided into three distinct phases: the “Business implementation”, “Hyper-care” and “Run” phase. Within the business implementation phase, preparations were made to bring newly created functionality live. This phase showed some indicators of both one-way and two-way alignment between stakeholders. The hyper-care phase was a short period during and after the “go-live” moments. During the hyper-care phase, almost all stakeholders worked together to guide several “go-live” moments to a success. The most indicators for co-evolutionary alignment were found in this phase. The “Run” phase marks the period after the hyper-care period, where the level of support was normalized and handed over to an operations team. The run phase also showed some indicators of both one-way and two-way alignment between stakeholders.

Regarding co-evolution between alignment processes, we see indicators of co-evolution between all processes except from and to the Strategy formulation process. This indicates that the stakeholders within this process acted in “isolation” relative to the stakeholders in other alignment processes.

The results are further described in paragraph 4.2.1 through 4.2.5 and paragraph 4.3.

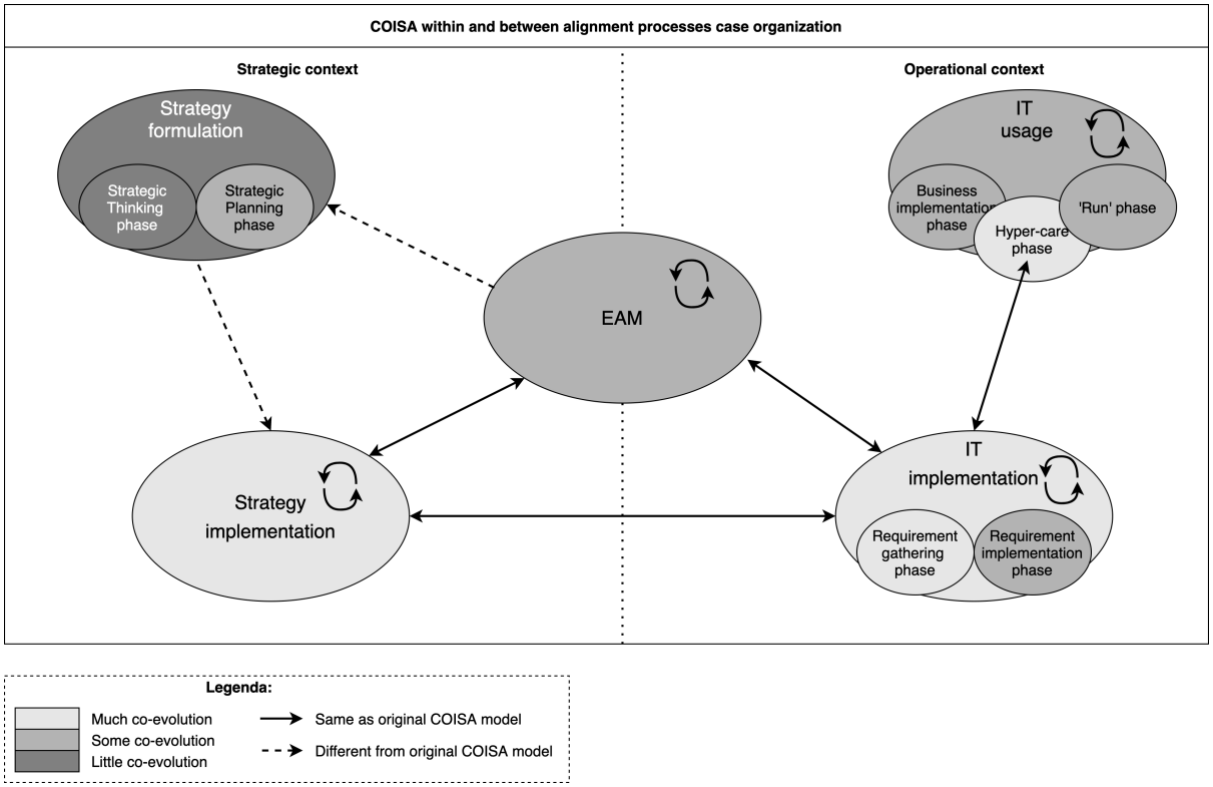

Figure 3. COISA within and between alignment processes in the case organization.

4.2.1. Co- evolutionary alignment within strategy formulation

Within the Strategy formulation process, we see two different phases: the "Strategic thinking" and "Strategic planning" phase. In total, based on the results of this case study, we see no to little co-evolutionary interaction between stakeholders during the strategy formulation process. However, there is a slight distinction in alignment between stakeholders in the strategic thinking and strategic planning phase. For the strategic thinking phase, all interviewees, both from business, IT and the external implementation partner, indicate that the strategy behind the eCRM implementation was IT driven with little two-way interactions between business and IT stakeholders. The formulation of the eCRM strategy started in 2011 as part of the "all-cloud strategy". This strategy was formulated by the IT department, based on the market development and targets of the various business units from the case organization together with the "state of play" of new technological developments like cloud computing. This led to an IT strategy that laid the foundation for IT developments for the coming 15 years. The forming of this IT strategy, which also included strategic decisions around CRM and specifically the purchase and implementation of a new eCRM platform, was solely initiated from the former Director of IT Strategic Change and the CIO, together with several IT Directors, with no further involvement of business stakeholders at that point. The IT/CRM strategy was "prescribed" to the business. As described metaphorically by the former Director of IT Customer Excellence: *"The position [of IT] there was: if you ask a farmer who is used to work with a horse-and-carriage: 'what do you need to be able to perform better at your job?', then he will ask for a second horse. If you ask the technology department, you'll get a truck. […] However, the danger that arises when you deliver a truck is that the farmer will put his horse in front of the truck. […] We consciously trained them [the business] to take seat in the truck and forget about that horse. To grab the steering wheel and see how fast you can go!".* This was a conscious choice by IT, given the following quote from the same director: *"[…] alignment was very top-down. We needed that top-down decision, because we had the*

impression that we couldn't get as far as we wanted to go. […] We clearly chose a top-down alignment strategy."

Other stakeholders describe the feeling that they had during the start of the eCRM implementation program that it was an "IT push". For example, the lead domain architect describes it as: *"It was definitely an IT push. In the beginning of the SKYBP program, [name of second business unit] didn't want to participate at all. So, I think it was more the vision and belief of [name of former Director of the IT Strategic Change] and [name of CIO] that this was good for the company, so we will just do it. And that [the IT strategy] undoubtedly aligned at a higher level with the business strategy, but it did not cascade neatly. […] I think that it was pushed through quite a bit by means of a bottom-up IT push. With the mindset that this was good for the organization, even if the organization doesn't know it yet. Afterwards they will be happy with it."* An IT manager that was involved in the IT implementation process says: *"That means that strategic changes, certainly in this domain, were also pushed from IT. The full business case of the [name of eCRM implementation program] was pushed by IT."* One of the involved business program managers says: *"So, in that respect it's quite outrageous that it still happens that things like that have to come from IT and not so much from a business perspective. It is of course a combination of the two, but that dream of having 1 customer view, a 360-degree view, knowing exactly what happens with your customer... that all came from IT."* This indicates a one-way non-co-evolutionary interaction during the strategy formulation.

In the strategic planning phase, after the initial CRM strategy (as part of the total IT strategy) was drafted, indicators of one-way alignment were found. This started with the CIO presenting the strategy to the board. This was the first step to get traction on the IT strategy. A former Business Program Manager recalls this interaction as followed: *"[…] we sometimes discussed it in an Executive Committee meeting, only that was more ... it was actually already from the beginning decided somewhere that we were going to do it like this, so I guess people also did some stakeholder management. That must have been [name of CIO] from IT to get this going at all."* This shows some interaction from IT to the business to align on the strategic, albeit a one-way interaction. The most interactions occurred in the strategy implementation process as described in the next paragraph.

4.2.2. Co-evolutionary alignment within strategy implementation

Within the strategy implementation process, we found many indicators of co-evolution. The main reason for this peak in co-evolution was the lack of co-evolution during the strategy formulation process. The first step during the strategy implementation process was to align with the business stakeholders after the board had approved the IT/CRM strategy. However, this was all done with the strategic framework already in place. The former Director of IT Customer Excellence, who was part of the initial strategy formulation process says: *"What we needed was a mandate from the board to make sure that [names of business directors] actually had to start thinking along with exactly that framework. This was the framework. Period."* The need for IT to align came from the realization that a top-down forced alignment would not provide the necessary support from the business stakeholders. The former Director of IT Customer Excellence says: *"And then we started to align because we only wanted to start such a [eCRM implementation] program when the commercial directors where really standing up for the responsibility. Initially, neither directors wanted to stand up. So, before we started the program, we needed to be certain that they would stand up for the responsibility. Because even though you have a top-down alignment approach, they [the business directors] still need to stand up for the responsibility. […] You really need to do that, because the ownership should always lie with them [business directors]."* The IT/CRM vision and the purchased

eCRM platform were used as leverage to get the business stakeholders on board with the eCRM implementation program. IT started to perform a “roadshow” together with the help of the external implementation partner. Interactive sessions with high level business stakeholders were held to discuss the why’s and what’s of the eCRM implementation program. The external implementation partner and other companies were asked to give demos of the benefits of having a state-of-the-art eCRM platform. Besides these “promotional” sessions, other more in-depth sessions were held together with IT and business stakeholders to fill in the contours of the strategy by creating an implementation blueprint and setting up the program structure. During this process, the “leadership team” was formed to ensure that the goals of the CRM vision were realized. This leadership team was the linking pin between the IT Program manager and the Business/IT directors and the board.

4.2.3. Co- evolutionary alignment within EAM

Based on the research results, we found indicators of co-evolutionary alignment within the EAM alignment process. However, given the type of stakeholders that were found involved in the EAM process (see Table 3), the interactions were mostly on the technical aspects of the eCRM implementation program. Although the IT architects were interacting with business stakeholders, this interaction was mainly about the way the eCRM implementation program should be set up. These interactions were held within the context of the strategic implementation process, not within the context of the EAM process (see paragraph 4.2.2).

The interaction on the technical aspects of the eCRM program was mainly between the IT architects, CRM consultants and application consultants stakeholders. For example, a weekly meeting was scheduled between these stakeholders to align on the way the new eCRM platform should be implemented. Later, during the eCRM implementation, the participants of this weekly meeting expanded and was positioned as a solution architecture review board (named the “Solution Team”) for the implementation teams (see paragraph 4.3). These were interactive sessions between the involved stakeholders that more often than not resulted in lively discussions about how the implement certain requirements on the platform so that the implementation was not only sufficient to uphold today’s requirements and business scope but were also generic, scalable and flexible enough for future expanding to other business contexts. This is an indicator of a two-way co-evolutionary interaction.

There were also indicators of co-evolutionary interaction in creating several architectural products, like the enterprise, domain and target architecture. The all-cloud IT strategy described in paragraph 4.2.1 also had a profound impact on these architectural products. These products were not created sequentially (cascading from IT strategy -> enterprise -> domain -> target architecture) but in some parts created in parallel, influencing each other and converging into a coherent story. Sometimes a bottom-up approach was taken by starting with the target architecture for a specific context to later refine the domain and/or enterprise architecture or even further refine the IT strategy. The lead domain architect describes it as follows: *“[…] it was a little bit of a catch-22 situation where the one did not cause the other.”* This is clearly an indication of co-evolution in creating the architecture deliverables within the EAM alignment process.

We also found indicators of mainly one-way interactions between the CRM software vendor and IT architects within the EAM alignment process. An Enterprise Architect from the CRM software vendor was involved in the EAM alignment process to help define the initial platform architecture. This was a one-way interaction that resulted in a document describing the capabilities of the eCRM platform and the way the case organization should implement those capabilities. This enterprise architect was also active doing quality reviews after implementing certain functionalities (see paragraph 4.2.4).

4.2.4. Co- evolutionary alignment within IT implementation

The main focus of the eCRM program was the implementation of a new cloud native CRM platform within the case organization. During a six-year period, several teams worked on the implementation in two phases: requirements gathering (called the "Discovery" phase) and requirements implementation (called the "Factory" phase). During these phases a multitude of stakeholders were involved as shown in Table 3. This alignment process showed indicators for co-evolutionary alignment between stakeholders.

Requirement gathering phase:

During the requirement gathering phase, several business-related stakeholders at different levels in the organization were involved in gathering the requirements for the new eCRM platform. Requirements were gathered in an interactive way through several workshops organized by the external implementation partner. These workshops were not only joined by business-related stakeholders like business/product owners, team/middle management and subject matter experts (SME's) and CRM consultants of the external implementation partner, but also by the own internal IT employees (application consultants). Later in the program, the responsibility for the requirements gathering phase was transferred from the external implementation partner to the internal IT employees of the case organization (application consultants). For each functional topic (called "stream" in the eCRM implementation program) one or multiple workshops were held to gather business requirements and translate those to implementable features on the eCRM platform. The workshops were held in an interactive way where two-way interaction was stimulated, besides an initial kick-off section per "stream" by the organizer of the workshop where the purpose and scope of the workshop was discussed that can be defined as a one-way interaction.

Requirement implemention phase:

During the requirement implementation phase, the external implementation partner was solely responsible for implementing the requirements because of their (technical) knowledge of the eCRM platform and the lack of that knowledge during that time within the case organization. To generate speed and lower implementation cost, the requirement implementation and testing process were rather strict by standardizing the input, processing and output (hence the name "Factory"). This resulted in one-way interactions between the requirement gathering and implementation phase. The focus of these interactions was on making requirements that were deemed acceptable for the "Factory". There was little two-way/co-evolutionary alignment between stakeholders in the requirement implementation phase. Despite the fact that development periods were short (four weeks), requirements were built in isolation after they were defined, mimicking a "waterfall" approach. This indicates one-way interaction to and from the "Factory" team. One stakeholder describes this as follow: *"[…] that was a binary process. You had to go through a number of tollgates with various checks on the requirements. If that didn't happen, the factory lead would not accept those requirements."* and *"[…] from the perspective of [name case organization] it was quite a black box. Something went in, it lasted a certain period, and something came out. The output went to the 'Business Implementation' phase if the output was deemed good enough. If the output was not deemed good enough or if there were questions during the realization of the requirements, it went back to the 'Discovery' phase."* There were some feedback loops to and from the "Factory" team, but those were defined as non-constructive because they were focused on finding "the one to blame" if things went wrong instead of constructive two-way interactions.

There are also indicators of mainly one-way interactions between the stakeholders involved during the IT implementation and the vendor of the eCRM platform. The main role of the CRM vendor in

the IT implementation process was an advising role, which led to one-way interactions such as performing a quality check on the implementation of the eCRM platform and advising on the use of out-of-the-box features of the eCRM platform. The eCRM vendor also helped in solving technical issues during the implementation phase, which required some two-way interactions between the vendor and stakeholders that were involved in the IT implementation process, but that was minimal compared to the advisory task of the CRM vendor, making the interactions mainly one-way. The Solution Architect of the implementation partner described the role of the CRM vendor as followed: *"The role of [Name CRM Vendor] was primarily advisory. We had an architect on board who we could continuously ask questions regarding best practices from the CRM vendor. They did not make any active decisions. This was also clearly communicated in the scope of the architect from the CRM vendor that they were only there in an advisory role and would never make any decisions."*

4.2.5. Co- evolutionary alignment within IT usage

Given the long duration of the eCRM program, the IT usage process consisted of three phases that were followed for every "stream" that went live.

Business implementation phase:
First, before any functionality went live, marketing, sales & service employees (around 1.500 end-users during time of implementation) were prepared for the use of the new eCRM platform. End-users were prepared starting with presentations explaining the purpose, scope and impact of the change. These sessions were to inform end-users and to create "buy-in" and generate positive publicity around the program. Given the informative nature of these sessions, there was little co-evolutionary interactions between the stakeholders. Besides these informative sessions, user instructions and quick reference cards were shared with end users to explain to them how to use the new eCRM platform. This can also be marked as a one-way interaction. There were however also indicators of two-way, co-evolutionary interactions during this phase of the IT usage process. Tech savvy end-users were trained in using the system and empowered to train other end-users (so called "train-the-trainer" concept). These were interactive sessions where end-user could experience the new eCRM platform themselves in a hands-on practise environment that was set up specifically for this purpose. The Business Implementation Manager that was responsible for setting up these sessions says: *"[…] we organized many workshops. […] we dived these workshops into two parts. One part where we informed the management of the end-users about what we were doing and how it looks. And linked to those sessions we also gave the same demo to key-users where we especially gave those key-users the opportunity to get hands-on experience with the new functionality."* and *"Prior to the final commissioning of the system, we also organized training courses. […] We let the key-users provide the training themselves, sometimes with a little bit of support from the team leaders or myself."*

Hyper-care phase:
Secondly, the functionality that was delivered from the IT implementation process was implemented with several "go-lives" that were coordinated from the eCRM implementation program. These go-live moments were followed by a so called "hyper-care" period, in which the system and the usage of the system by end-users was tightly monitored. During the "hyper-care" period, several business and IT stakeholders got together on a daily basis to discuss the go-live and any issues that arose and needed to be solved. Furthermore, during the go-live period several key-users were present on the work floor (aptly called "floorwalkers") to give support to end-users. These moments indicate two-way interaction between multiple business-related stakeholders, internal IT employees and to a

lesser extent the external implementation partner. The Business Program Manager says the following about this topic: *"[…] the first two weeks we had a hyper care-like construction where everyone that was involved with the implementation was really ready to help. We had floorwalkers that had real knowledge [about the way of working with the new eCRM platform]."*
Before and during go-live, interaction with the customer stakeholder group was one-way. Customers were informed of the replacement of the old platform with the new platform and the new way of working that came with this migration via digital channels such as Electronic Direct Mails (EDM's), a landing page and news messages, but there were no interactive sessions together with the stakeholder(s) from the case organization and the customer stakeholder group.

"Run" phase:
After the go-live and hyper care period, the level of support was normalized and handed over to an operations team that supported the application during it's lifecycle. Additional changes that needed to be made were gathered by the key-users and business implementation manager. End-users could request suggestions for improvement directly from the system. These suggestions were assessed and discussed by key-users, who acted like a filter before the remaining valid suggestions were discussed between the Product/Business Owners, Application consultants, Business Implementation Manager and key-users. Suggestions were adopted or disregarded, but whatever the case, every end-user got feedback about what has been done with his/her feedback. This is another indicator for two-way interaction between stakeholders in the IT usage process.

4.3. Co- evolutionary alignment between processes

Based on the research results, we found several indicators of co-evolution during the eCRM implementation (see Figure 3). Between the strategy implementation and EAM processes, we found evidence of two-way interaction. For example, EAM influenced the way the program was set up by helping to define the order in which the eCRM implementation program should implement new functionality and bring business units/user groups live. This was done in several interactive workshop sessions together with other stakeholders (see Table 3). Also, in the strategy implementation process the question of "how do we implement this strategy?" was raised. To answer that question, domain architects were involved. Together with other business and IT related stakeholders an implementation blueprint was created for the eCRM implementation program. During this process a better understanding was generated that also led to input for several architectural products, like domain and target architectures.
We also found evidence for co-evolution between the strategy implementation and IT implementation processes. The implementation blueprint served as input for the IT implementation process. However, as with any plan, during execution of the eCRM implementation program, changes needed to be made due to several mid-program changes, additional complexity and new priorities. The main control mechanism for the program was a steering committee that operated between the strategy implementation and IT implementation (aptly called the "leadership team").
We have also found indicators of co-evolution between the EAM and IT implementation processes. This is mainly evident from the weekly meetings that were held between IT architects and application consultants and CRM consultants about the way certain requirements should be implemented on the eCRM platform. Later, during the program this meeting was formalized in a design authority board. The topics that were discussed during these meetings were brought in by both parties, namely the IT architects from the EAM process and the application consultants and CRM consultants from the IT implementation process. Furthermore, design principles were drafted and discussed with the implementation teams to build requirements "under architecture". This is

proof of extensive co-evolution between stakeholders involved with the EAM and IT implementation processes.
Between IT implementation and IT usage, we also see indicators of co-evolution. For example, key users and other representatives from the business were involved during gathering and testing requirements. Stakeholders from the IT implementation process were also involved with creating materials for the end-users (like work instructions) and during the go-lives and hyper care periods after functionality went live. Additional changes that were required after the commissioning of (part of) the eCRM platform were directly discussed with the implementation teams in the IT implementation process and implemented when needed.

Between strategy formulation and strategy implementation, we did not find any indicators of co-evolution. The interaction between the two alignment processes within the strategy context was mainly one-way, from strategy formulation to strategy implementation. The main indicator for this is the so-called "IT push" as described in paragraph 4.2.1. For example, within the strategy formulation process the choice was made by the IT department for one single eCRM platform from a specific vendor for the whole case study organization. Based on the IT vision, after approval from the board, several IT programs were started, including the eCRM implementation program that is the subject of this research and alignment was sought with the business stakeholders. According to the former Director of IT Customer Excellence, this was a conscious way of working: *"The reason why we did it like that was because we we're afraid that we would not get there. […] So, what we needed was a mandate from the board to make sure [names business directors] actually had to start thinking along with that framework. This is the framework: period."* and *"[…] the alignment was a top-down approach. And that was at the expense of the support."* After approval from the board, IT started explaining the IT vision (including the CRM vision) to the business directors in the form of a "roadshow". This indicates a one-way top-down interaction from strategy formulation to implementation. We did not find any indicators that the IT vision (and as part of that the CRM vision) was influenced or changed from the strategy implementation process.
We also found indicators of one-way interactions between the EAM and strategy formulation processes. The main indicator for this was the involvement of the former Director IT Strategic Change in his role as an Enterprise Architect. This influenced the strategy that was formulated by linking the strategic questions to development in the IT world. This led, for example, to the choice of an eCRM SaaS platform. Later, EAM was influenced from the strategy implementation process by the choices that were made during the formulation process.

5. Discussion, conclusions and recommendations

This research shows how COISA manifests during an eCRM implementation. We have answered the main research question by applying the COISA model of Walraven et al. (2018) during a single case study, to reveal the manifestation of co-evolutionary alignment between stakeholders that takes place during an eCRM implementation. Based on our comprehensive analysis of the results we can conclude that all alignment processes, except for the Strategy formulation process, show indicators of co-evolutionary IS alignment. We also found co-evolutionary alignment between almost all alignment processes. Again, the strategy formulation process was the exception. The strategy formulation process only had indicators of one-way interactions from the EAM process and to the strategy implementation process.

During the analysis of the results, we found additional phases within the Strategy formulation, IT implementation and IT usage alignment processes. These additional phases are of importance, because we have found different levels of co-evolution between stakeholders between these phases within the same alignment process. Based on these results, we argue that the high level of conceptualization of the five processes in the COISA model (Walraven et al., 2018) could result in some loss of detail. For example, within the strategy formulation process the alignment between stakeholders differed slightly during the “strategic thinking” and the “strategic planning” phase. This difference in alignment between stakeholders during different phases within the same alignment process is even greater within the IT implementation and IT usage processes. The requirements gathering phase within the IT implementation process, for example, shows many indicators of co-evolutionary alignment. In contrast to the requirement implementation phase, where we have found substantially less indicators of co-evolution. However, both of these phases are within the same alignment process, making it necessary to add an additional level of detail to this process. The same conclusion can be drawn regarding the IT usage process. The hyper-care phase shows substantially higher levels of co-evolutionary alignment between stakeholders than the other two phases that we have identified. These results show the importance of these additional phases within an alignment process. Without these phases, important details about the level of (co-evolutionary) alignment could be lost. We argue that these different phases are a valuable extension of the COISA model that should be researched further. This will be discussed later in this chapter.

When we compare our results with the research of Walraven et al. (2019) and Viaene and Cumps (2005), we see some differences. For example, the lack of two-way co-evolutionary interactions within the strategy formulation process and between other processes during the researched eCRM implementation is a notably different result from the COISA model of Walraven et al. (2018) and application of that model within an EMR implementation context (Walraven et al., 2019). Our research suggests that only IT related stakeholders are involved in the strategy formulation process during eCRM implementations and that there are no to very little co-evolutionary interactions with business related stakeholders. This suggests that strategy formulation during eCRM implementations is primarily performed by IT related stakeholders in isolation from the other alignment processes and that CRM is not approached from a holistic perspective, including other stakeholder views and process and philosophy aspects (Bull, 2003; Gneiser, 2010; Payne & Frow, 2006, 2018; Piskar & Faganel, 2009). One possible explanation for the strong involvement of IT during strategy formulation within a CRM context could be an unbalanced focus on technology. In recent years there has been an emphasis on technological advancements within the CRM context in the areas like e-commerce, social media (Gneiser, 2010; Paliouras & Siakas, 2017) and mobile (Negahban et al., 2016). CRM technology has been broadly promoted by vendors and consultants in the past decade. This promotion has resulted in a CRM technology push (M. L. Hart, 2006) and made most business

stakeholders view CRM as a technological magic bullet to solve all inefficiencies of business (Kale, 2004). This, combined with the increasing role of IT on strategic level could lead to the phenomenon of isolated strategy formulation by IT during eCRM implementations. However, this was not within the scope of this research. Future research could further investigate the reason of the isolated strategy formulation by IT. Within the strategy implementation and IT implementation processes we see an increase of indicators of two-way co-evolutionary interactions between business and IT related stakeholders. This could be the result of compensating behaviour from IT stakeholders feeling the need to compensate for the lack of alignment during strategy formulation and the necessity of including business related stakeholders during the eCRM implementation. Furthermore, we did not find any indicators of one-way interaction between the IT usage and strategy formulation process, contrary to the findings of Walraven et al. (2019). Compared to the research of Viaene and Cumps (2005), the main difference we see is the presence of co-evolutionary alignment within and between the strategy formulation process in the KLM case study of Viaene and Cumps (2005) relative to the lack of co-evolutionary alignment in our case study. Given the fact that the research of Viaene and Cumps (2005) was not intended as a research into the manifestation of (co-evolutionary) alignment during an eCRM implementation, it is hard to give an explanation for this difference. Viaene and Cumps (2005) do however describe an earlier troubled IT-driven CRM endeavour that created a lot of scepticism about CRM within KLM and had a lack of support from the business. This failed endeavour could be the reason why during the second eCRM implementation more attention was given to business-IT alignment within the strategic context.

The contribution of this research to extant literature is twofold. The first contribution lies with our discovery of additional phases in some of the alignment processes identified by Walraven et al. (2018). Our extension (see Figure 3) further conceptualizes the COISA model by adding necessary detail to the Strategy formulation, IT implementation and IT usage processes. Future research should take notion of this expansion and use it to not lose detail when researching COISA within the context of their research. In addition, we have applied the COISA model in another context than EMR implementations. Our research proves that the COISA model is not only suitable to demonstrate and visualise alignment processes within the context of an EMR implementation (Walraven et al., 2019), but also a suitable model to use within other complex implementation contexts, like an eCRM implementation. The application of the COISA model to another context and the identified expansion that resulted broadens the scope and practicality of the COISA model. The second contribution to the extant literature lies in increasing the knowledge base of BITA within a CRM context. We expand on the current body of knowledge by moving beyond the research of Batenburg and Versendaal (2004), Batenburg and Versendaal (2007) and Aurélie and Laïd (2008) by researching how (co-evolutionary) alignment manifest during an actual eCRM implementation. With this research, we expand the body of knowledge on BITA within a CRM context.

This research also offers some practical implications for organizations that are involved in the implementation of an eCRM platform. First, our research shows the underlying complexity of alignment between stakeholders and the multiplicity in which stakeholders align during eCRM implementations. This emphasized the importance of alignment during eCRM implementations. Therefore, organizations should actively stimulate and support the alignment between stakeholders within and between the alignment processes and the distinct phases within some of the processes discussed in this research. Second, our research shows a lack of alignment between stakeholders within and between the strategy formulation process and other processes. Organizations should realize that alignment within the strategy formulation process should not only focus on the strategic planning phase, but also during the strategic thinking phase. Although our research has not proved

the importance of this, other research has marked the importance of alignment during strategy formulation (M. L. Hart, 2006; Sen & Sinha, 2011).

Our research has several limitations, both on the theoretical and the methodology dimension. The first limitation is related to the conceptualization of the COISA model. As described in the results and at the beginning of this chapter, we have discovered additional phases within the Strategy formulation, IT implementation and IT usage alignment processes. During our research, we experienced that the high level of conceptualization of the five processes in the COISA model resulted in some loss of detail. Therefore, we have expanded the model as shown in Figure 3 to counter this limitation. Another limitation of the COISA model is that it is either a "snapshot" or a summary conclusion of alignment between stakeholders at the end of an event, losing differences in alignment between stakeholders during a distinct moment in time. This leads to a paradoxical situation in which you try to capture an intrinsically dynamic phenomenon in a static model, which is especially a concern during the study of long-term events. Future studies using a longitudinal case study should consider drafting multiple "snapshots" during the researched event. On the methodological side, we identify the following limitations. First, we used a single case study to research COISA manifestation during an eCRM implementation. Although this research approach enabled us to produce better high-quality theory (Dyer & Wilkins, 1991), it does not benefit the generalizability of this research (Saunders et al., 2019). Future research projects into the manifestation of COISA within a CRM context should adopt a multiple case study approach to be able to compare differences and similarities between cases. Second, the specific case that we have studied had a classic, non-agile, program approach. Program phases were executed in a sequential manner. This could have had an impact on the way stakeholders aligned during the project. Another limitation is related to the duration of the program. In all, the program lasted for nearly seven years. By using retrospective semi structured interviews after the conclusion of the program, we got a good record and understanding of (the nature of) interactions between stakeholders. However, seven years is a very long time wherein people tend to forget key events and interactions. This could have compromised our research results to a certain extent. Future research should consider a longitudinal case study in which multiple measurements of COISA are taken during the period to cope with this limitation.

Our extension of the COISA model with additional phases in some of the alignment processes could be the starting point for future research. During this research, we did not look for theoretical grounds for the additional phases. Future research should focus on conceptualizing these phases so that the extension of the COISA model is theoretically sound. Furthermore, to increase the use of the COISA model, future research should operationalize the COISA model and create questionnaires that organizations can use independently to perform a "self-assessment".

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Appendix 1

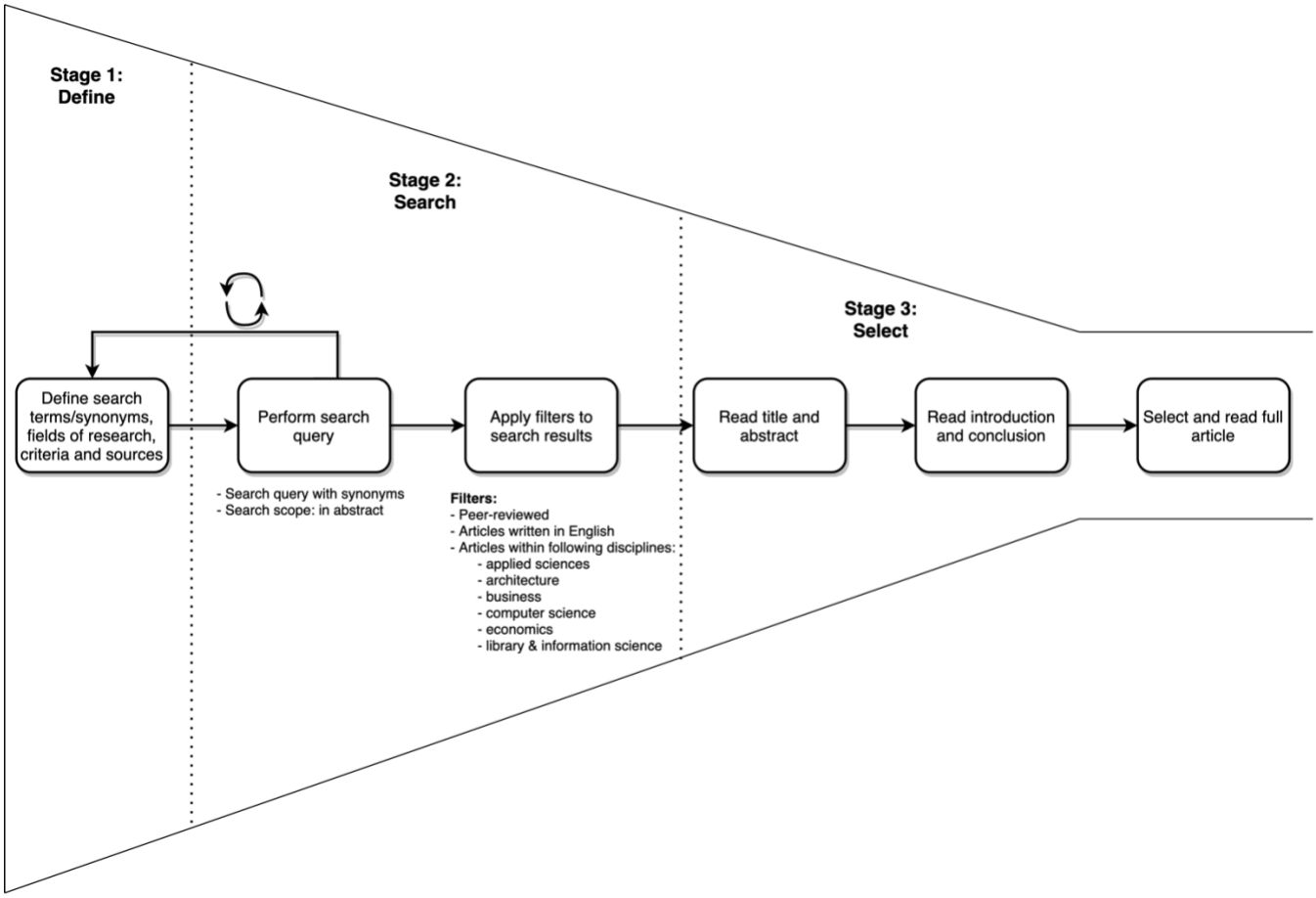

Figure 4. Graphical overview of article selection process.

Appendix 2

Because of the shared scope between sub research questions 2 and 3, the same search query was used. For sub research question 1, a separate search query was used. The yield per search query and source is described in the table below.

Table 4. Number of results per search query and source.

Sub research question	Search query	Source	Number of articles found	Number of articles found after applying criteria	Number of relevant articles after reading abstract	Number of relevant articles after reading introduction and conclusion
SRQ 2 and 3	((Abstract:(alignment)) OR (Abstract:(fit)) OR (Abstract:(BITA)) OR (Abstract:(integration)) OR (Abstract:(linkage)) OR (Abstract:(harmony)) OR (Abstract:(fusion))) AND ((Abstract:("Customer Relationship Management")) OR (Abstract:(CRM))) NOT (Abstract:("cause related marketing")) NOT (Abstract:("cause-related marketing"))	bibliotheek.ou.nl	16.149	343	35	20
	abstract:alignment OR abstract:fit OR abstract:BITA OR abstract:integration OR abstract:linkage OR abstract:harmony OR abstract:fusion AND abstract:CRM OR abstract:"customer relationship management" NOT abstract:(cause related marketing) OR abstract:(cause-related marketing)[8]	AIS library	161	n/a[9]	14	7
SRQ 1	(Abstract:(stakeholder)) AND ((Abstract:("Customer Relationship Management")) OR (Abstract:(CRM))) NOT (Abstract:("cause related marketing")) NOT (Abstract:("cause-related marketing"))	bibliotheek.ou.nl	932	63	3	2
	abstract:stakeholder AND abstract:CRM OR abstract:"customer relationship management"[8]	AIS library	29	n/a[9]	7	3

[8] Because the author had doubts about the correctness of the way the merged query was executed by the AIS library search functionality, search queries were composed and executed per combination of synonyms. These search queries have been merged in this table for brevity and clarity.

[9] The AIS library search functionality does not allow filtering of disciplines.

Appendix 3

Table 5. Overview of used literature.

Author	Year of publication	Title of article
SRQ 2 and 3		
Hung, W., Chang, I., Chen, Y., & Ho, Y.	2019	Aligning 4C Strategy with Social Network Applications for CRM Performance
Sen, A., & Sinha, A. P.	2011	IT alignment strategies for customer relationship management
Gneiser, M. S.	2010	Value-Based CRM: The Interaction of the Triad of Marketing, Financial Management, and IT
Dalla Pozza, I., Goetz, O., & Sahut, J. M.	2018	Implementation effects in the relationship between CRM and its performance
Bohling, T., Bowman, D., LaValle, S., Mittal, V., Narayandas, D., Ramani, G., & Varadarajan, R.	2006	CRM Implementation: Effectiveness Issues and Insights
Powell, A., Noble, C. H., Noble, S. M., & Han, S.	2018	Man vs machine
Sigala, M.	2005	Integrating customer relationship management in hotel operations: managerial and operational implications
Adebanjo, D.	2003	Classifying and selecting e-CRM applications: an analysis-based proposal
Meyer, M., & Kolbe, L. M.	2005	Integration of customer relationship management: status quo and implications for research and practice
Zablah, A. R., Bellenger, D. N., & Johnston, W. J.	2004	Customer Relationship Management Implementation Gaps
Khashab, B., Gulliver, S., & Ayoubi, R. M.	2020	Scoping and aligning CRM strategy in higher education institutions: practical steps
Khashab, B., Gulliver, S. R., & Ayoubi, R. M.	2020	A framework for customer relationship management strategy orientation support in higher education institutions
Papadopoulos, T., Ojiako, U., Chipulu, M., & Lee, K.	2012	The Criticality of Risk Factors in Customer Relationship Management Projects
Mohamed, N., Mahmud, M., Hussein, R., & Aditiawarman, U.	2014	MOVING TOWARD E-BUSINESS: CUSTOMER RELATIONSHIP MANAGEMENT ALIGNMENT IN MALAYSIAN SMALL BUSINESS
Hart, M. L.	2006	Customer relationship management: Are software applications aligned with business objectives?
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Appendix 4

Table 6. Interview protocol and questions.

Interview Protocol

Alignment in the CRM domain: a study into the manifestation of co-evolutionary IS/IT-alignment in a CRM context

Script prior to the interview:

EN:
[Introductions]
Before we start, I would like to thank you for making the time to contribute to this research.
The purpose of this research is to identify if and in which processes alignment between stakeholders occurs during an eCRM implementation. We emphasize on the alignment between multiple stakeholders and the dynamic nature of this alignment. We look at this from a strategic, operational and architectural context. To investigate this, we use the SKYBP program as a case to study.

As you might know, I was involved during the execution of the SKYBP program. I want to ask you not to let this affect the way you answer these questions. It may therefore be that I consciously ask questions about things that are evident to us but are important for this research to explain and make explicitly.

I would like to record this interview. Recording this interview will help me analyze your answers and come up with a better result. The recording will be stored securely, and the transcription of the interview will be anonymized.
Do I have your permission to record this interview and use specific quotes out of this interview in the thesis?

Do you have any questions before we start the interview?
[Discuss questions]
If you feel the need to ask questions during the interview, for example to clarify a question that I'm asking, do not hesitate to do so.

NL:
[Introductie]
Voor we beginnen met dit interview wil ik je allereerst bedanken voor je tijd en de bereidwilligheid om bij te dragen aan dit onderzoek. Het doel van dit onderzoek is om te bepalen of en binnen welke processen alignment tussen stakeholders plaatsvindt tijdens een eCRM-implementatie. We leggen daarbij de nadruk op alignment tussen meerdere stakeholders en de dynamiek die bij deze alignment komt kijken. Ik bekijk dit vanuit een strategische, operationele en architecturele context. Om dit te onderzoeken gebruik ik het SKYBP-programma als case om te bestuderen.

Zoals je wellicht weet, was ik betrokken bij de uitvoering van het SKYBP-programma. Ik wil je vragen om dit niet van invloed te laten zijn op de manier waarop je deze vragen beantwoord. Het kan zijn dat ik bewust vragen stel over zaken die voor ons evident zijn maar voor dit onderzoek belangrijk zijn om expliciet te maken.

Ik wil dit interview graag opnemen. Het opnemen van dit interview helpt mij in de analyse en zorgt voor een beter resultaat. De opname wordt veilig opgeslagen en de transcriptie van het interview wordt geanonimiseerd.
Is het goed als ik dit interview opneem en specifieke citaten uit dit interview in het proefschrift gebruik?

Heb je nog vragen voordat we aan het interview beginnen?
[Bespreek vragen]
Voel je vrij om tijdens het interview vragen te stellen. Bijvoorbeeld om zaken te verduidelijken.

Question ID	Interview questions (EN)	Interview question (NL)	Alignment process
Introductory questions *To begin this interview, I would like to ask you some questions about the SKYBP program and the role you had during that program.*			
~~IQ1~~	~~What is/was your role in the company during the execution of the SKYBP program?~~ ~~Follow up:~~ • ~~How long did/do you work in that specific role?~~	~~Wat is/was je rol binnen dit bedrijf tijdens de uitvoering van het SKYBP programma?~~ ~~*Opvolging*:~~ • ~~Hoe lang werk je/heb je gewerkt in die rol?~~	n/a
IQ2	In what way were you involved in the SKYBP program. What was your role in the SKYBP program?	Op welke manier was je betrokken bij het SKYBP-programma? Wat was je rol in het SKYBP-programma?	
IQ3	On what level did you have the most involvement during the SKYBP program? • Defining strategic objectives and/or ensuring that these strategic objectives are realized in the operational context of the organization? (strategic level)	Op welk niveau was je het meest betrokken tijdens het SKYBP-programma? • Definiëren van strategische doelen en/of het borgen dat deze strategische doelen worden gerealiseerd binnen de operationele context van het bedrijf? (strategisch niveau)	

	• Realizing, embedding and/or employing an IT solution in the organization (operational level) • Defining and managing an organization's architecture and/or a platform architecture (Enterprise Architecture (Management))	• Het realiseren, inbedden en/of in gebruik nemen van het systeem in de organisatie (operationeel niveau) • Het definiëren en beheren van de architectuur van de organisatie en/of het platform (Enterprise Architecture (Management))	
Transition questions *Thank you for answering these introductory questions. I'd like to now ask you a few questions about the goals of the SKYBP program and the way the governance of the program organization was set-up.*			
TQ1	What did you think were the goals of the SKYBP program/What was the SKYBP program trying to achieve?	Wat waren volgens jou de doelen van het SKYBP programma/wat probeerde het SKYBP programma te bereiken?	n/a
TQ2	How was the program "run"? In other words: what governance structure was set-up in the (project/program) organization to execute the program? *Follow up:* • Did the program have a program plan? • Did the program have a program manager? • Was there a program organization or program hierarchy? If so, who/which roles did this organization/hierarchy consist of?	Hoe werd het programma gemanaged? In andere woorden: welke programmastructuur was opgezet om het programma uit te voeren? *Opvolging*: • Had het programma een programmaplan? • Had het programma een programma-/projectmanager? • Was er een programma organisatie of programma hiërarchie? Indien ja, uit wie/welke rollen bestond deze organisatie/hiërarchie?	
Key questions - Strategic context *Because you indicated that you where most involved on the strategic level during the SKYBP program, I'd like to now ask you some specific questions about the strategic context.* *or* *Because you indicated that you where most involved within an architectural context during the SKYBP program, and because EAM serves as a linking pin between the strategic and operational context, I'd like to now ask you some specific questions about the strategic context.* Definitions we use: • Strategy formulation -> The process of defining strategic objectives that the organization wants to achieve. • Strategy implementation -> The process of setting up and maintaining structures to ensure that strategic objectives are realized in the operational context of the organization.			
KQ1	What were the strategic goals of the SKYBP program?	Wat waren de strategische doelen van het SKYBP programma?	
KQ2	How did the strategic goals of the SKYBP program came about? *Follow up:* • Can you tell me something about the discussions that were held when defining these strategic goals? • Where were these strategic goals described?	Hoe zijn de strategische doelen van het SKYBP-programma tot stand gekomen? *Opvolging:* • Kunt u mij iets vertellen over de discussies die zijn gevoerd bij het definiëren van deze strategische doelen? • Waar werden deze strategische doelen beschreven?	Strategy formulation
KQ3	Who/which groups were involved during the formulation of the strategy. *Follow up:* • Who from the business were involved during the formulation of the strategy and what was their role? • Who from IT were involved during the formulation of the strategy and what was their role? • Who from outside of the organization were involved with formulating the strategy?	Wie/welke groepen waren betrokken bij het formuleren van de strategie? *Opvolging:* • Wie vanuit de business was betrokken bij het formuleren van de strategie en wat was hun rol? • Wie vanuit de IT was betrokken bij het formuleren van de strategie en wat was hun rol? • Wie van buiten het bedrijf was betrokken bij het formuleren van de strategie?	
KQ3.1	What contribution did these groups (business, IT, external parties) make to formulating the strategy?	Welke bijdrage leverden deze groepen (business, IT, externe partijen) aan het formuleren van de strategie?	
KQ4	How did these people work together during the formulation of the strategy? *Follow up:*	Hoe werkten deze mensen samen gedurende het formuleren van de strategie? *Opvolging:*	

	• How did these stakeholders interact with each other? What forms and/or tools were used to communicate (meetings, town halls, specific alignment sessions, email, etc.)? • Where was the initiative to communicate between stakeholder groups?	• Hoe communiceerden/ interacteerden deze stakeholders met elkaar? Welke vormen en/of tools werden gebruikt om te communiceren (vergaderingen, zeepkist sessies, specifieke afstemmingsoverleggen, e-mail, etc.)? • Waar lag het initiatief om te communiceren tussen deze stakeholders?	
KQ5	Were there any (external) factors that influenced the initially formulated strategy and/or were there (external) factors that changed the strategy substantial during the execution of the SKYBP program?	Waren er (externe) factoren die vanaf het begin van invloed waren bij het opstellen van de strategie of (externe) factoren die ervoor gezorgd hebben dat de strategische doelen gewijzigd werden tijdens de uitvoer van het SKYBP programma?	
KQ6	To whom and how were the strategic goals communicated within the organization?	Naar wie en op welke manier werden deze strategische doelen gecommuniceerd binnen de organisatie?	
KQ7	How did you ensure that strategic goals were achieved during the execution of the SKYBP program?	Hoe werd ervoor gezorgd dat strategische doelen werden bereikt tijdens de uitvoering van het SKYBP-programma?	Strategy implementation
KQ8	Who/which groups were involved in the process of making sure the strategic goals were achieved? *Follow up:* • How did you communicate the strategic goals to all the stakeholders? • How did you communicate any substantial changes on the strategic goals to all the stakeholders?	Wie/welke groepen waren betrokken bij het proces om ervoor te zorgen dat de strategische doelen werden bereikt? *Opvolging:* • Hoe werden de strategische doelen naar alle betrokken personen/groepen gecommuniceerd? • Hoe werden substantiële wijzigingen aan de strategische doelen naar alle betrokken personen/groepen gecommuniceerd?	
KQ8.1	What contribution did these groups (business, IT, external parties) make in making sure the strategic goals were achieved?	Welke bijdrage leverden deze groepen (business, IT, externe partijen) aan het proces om ervoor te zorgen dat de strategische doelen werden bereikt?	
Key questions - Enterprise Architecture Management *Because you indicated that you where most involved within an architectural context during the SKYBP program, I'd like to now ask you some specific questions about the architecture and the management of that architecture (Enterprise Architecture Management).* Definitions we use: • Enterprise Architecture Management -> The process of managing an organization's architecture			
KQ9	How did the Enterprise architecture affect the SKYBP program?	Hoe heeft de Enterprise-architectuur het SKYBP-programma beïnvloed?	Enterprise Architecture Management
KQ10	How did the architecture for the SKYBP program/CRM platform came about? *Follow up:* • Was there a roadmap that described the current and target state architecture? • If so, how was this linked with the overall Enterprise architecture of the company? • If so, did this roadmap specifically described what part the SKYBP program had in realizing the target state architecture/fulfilling the roadmap? • What was the basis of this roadmap? What influenced this roadmap (business requirements, capabilities of the eCRM platform, etc.)?	Hoe is de architectuur voor het SKYBP-programma / CRM-platform tot stand gekomen? *Opvolging:* • Was er een roadmap die de huidige en beoogde doelarchitectuur beschreef? • Zo ja, hoe was dit verbonden met de algemene Enterprise-architectuur van het bedrijf? • Zo ja, werd specifiek beschreven welk deel het SKYBP-programma had bij het realiseren van de doelarchitectuur / het vervullen van de roadmap? • Wat was de basis van deze roadmap? Wat heeft deze roadmap beïnvloed (zakelijke vereisten, mogelijkheden van het eCRM-platform, etc.)?	

KQ11	Who/which groups were involved in the process of defining the architecture for the SKYBP program/CRM platform? *Follow up:* • Who from the business were involved and what was their role? • Who from IT were involved and what was their role? • Who from outside of the organization were involved?	Wie/welke groepen waren betrokken bij het proces van het definiëren van de architectuur voor het SKYBP-programma/ CRM-platform? *Opvolging:* • Wie vanuit de business was betrokken en wat was hun rol? • Wie vanuit de IT was betrokken en wat was hun rol? • Wie van buiten het bedrijf was betrokken?	
KQ11.1	What contribution did these groups (business, IT, external parties) make in defining the architecture?	Welke bijdrage leverden deze groepen (business, IT, externe partijen) aan het proces van het definiëren van de architectuur voor het SKYBP-programma/ CRM-platform	
KQ12	How did these people work together during defining and managing the architecture? *Follow up:* • How did these stakeholders interact with each other? What forms and/or tools were used to communicate (meetings, town halls, specific alignment sessions, email, etc.)? • Where was the initiative to communicate between stakeholder groups?	Hoe werkte deze mensen samen gedurende het opstellen en managen van de architectuur? *Opvolging:* • Hoe communiceerden/ interacteerden deze stakeholders met elkaar? Welke vormen en/of tools werden gebruikt om te communiceren (vergaderingen, zeepkist sessies, specifieke afstemmingsoverleggen, e-mail, etc.)? • Waar lag het initiatief om te communiceren tussen deze stakeholders?	
KQ13	How did you cope with changes in the strategic goals and changes in the (Enterprise) architecture and/or target architecture?	Hoe werd omgegaan met veranderingen in de strategische doelen en veranderingen in de (Enterprise) architectuur?	
KQ14	How did you align the strategic goals with the technical possibilities/capabilities of the eCRM platform?	Hoe werden de strategische doelen afgestemd op de (on)mogelijkheden/capaciteit van het eCRM platform?	
KQ15	How did you made sure that the implementation of the eCRM platform was done according the target state architecture? *Follow up:* • Were there guidelines or design principles in place? If so, with what stakeholders and how were these guidelines shared? • To whom did you communicate the current and target architecture (including roadmap)? • How was this communication done?	Hoe werd ervoor gezorgd dat de implementatie van het eCRM-platform werd uitgevoerd volgens de doelarchitectuur? *Opvolging:* • Waren er guidelines of ontwerpprincipes opgesteld? Zo ja, met welke stakeholders en op welke wijze werden deze guidelines/ontwerpprincipes gedeeld? • Naar welke stakeholders is de huidige en doelarchitectuur (inclusief roadmap) gecommuniceerd? • Hoe is dit gecommuniceerd?	
Key questions - Operational context *Because you indicated that you where most involved on the operational level during the SKYBP program, I'd like to now ask you some specific questions about the operational context.* *or* *Because you indicated that you where most involved within an architectural context during the SKYBP program, and because EAM serves as a linking pin between the strategic and operational context, I'd like to now ask you some specific questions about the operational context.* Definitions we use: • IT implementation -> The process of embedding an IT solution within an organization • IT Usage -> The process of employing a system to perform a task			
KQ16	How was the process arranged of implementing the new eCRM platform? *Follow up:* • Who/which teams/department(s) and/or external stakeholders were	Hoe was het proces van implementatie van het nieuwe eCRM-platform geregeld? *Opvolging:* • Welke teams/afdeling(en) en/of externe stakeholders waren	IT implementation

	responsible for implementing the requirements? • How was the work divided over these teams? • What stakeholders were part of these teams?	verantwoordelijk voor het implementeren van de requirements? • Hoe werd het werk verdeeld over deze teams? • Welke stakeholders maakten deel uit van deze teams?	
KQ17	How did the individual requirements came about? *Follow up:* • Who was responsible for gathering and defining the requirements? • How were requirements gathered? • Which stakeholders were involved with gathering the requirements? • What influenced these requirements?	Hoe zijn de individuele requirements tot stand gekomen? *Opvolging:* • Wie was verantwoordelijk voor het verzamelen en definiëren van de requirements? • Hoe werden de requirements verzameld? • Welke stakeholders waren betrokken bij het verzamelen van de requirements? • Welke factoren waren van invloed op deze requirements?	
KQ18	How were requirements that needed to be implemented by the SKYBP program prioritized? (applying IT in a timely manner)	Hoe werd prioriteit gegeven aan requirements die door het SKYBP-programma moesten worden geïmplementeerd? (IT tijdig toepassen)	
KQ19	Did these priorities change during the course of the SKYBP program? If so, how were you informed about changing priorities? *Follow up:* • How did these changes impact the implementation process of the eCRM platform?	Zijn deze prioriteiten veranderd in de loop van het SKYBP-programma? Zo ja, hoe bent u geïnformeerd over veranderende prioriteiten? *Opvolging:* • Welke invloed hadden deze veranderingen op het implementatieproces van het eCRM-platform?	
KQ20	Who/which groups were involved in the process of implementing the eCRM platform? *Follow up:* • Who from the business were involved and what was their role? • Who from IT were involved and what was their role? • Who from outside of the organization were involved?	Wie/welke groepen waren betrokken bij het implementatieproces van het eCRM-platform? *Opvolging:* • Wie vanuit de business was betrokken en wat was hun rol? • Wie vanuit de IT was betrokken en wat was hun rol? • Wie van buiten het bedrijf was betrokken?	
KQ20.1	What contribution did these groups (business, IT, external parties) make in implementing the eCRM platform?	Welke bijdrage leverden deze groepen (business, IT, externe partijen) aan het formuleren van de strategie?	
KQ21	How did these people work together during the IT implementation process? *Follow up:* • How did these stakeholders interact with each other? What forms and/or tools were used to communicate (meetings, town halls, specific alignment sessions, email, etc.)? • Where was the initiative to communicate between stakeholder groups?	Hoe werkten deze mensen samen gedurende het IT implementatie proces omschrijven? *Opvolging:* • Hoe communiceerden/ interacteerden deze stakeholders met elkaar? Welke vormen en/of tools werden gebruikt om te communiceren (vergaderingen, zeepkist sessies, specifieke afstemmingsoverleggen, e-mail, etc.)? • Waar lag het initiatief om te communiceren tussen deze stakeholders?	
KQ22	How was the support arranged for end users that had to use the new eCRM platform? *Follow up:* • How was working with the new eCRM platform explained to the end users?	Hoe was de ondersteuning geregeld voor eindgebruikers die het nieuwe eCRM-platform moesten gebruiken? *Opvolging:* • Hoe werd het werken met het nieuwe eCRM-platform uitgelegd aan de eindgebruikers?	IT usage

KQ23	Who/which groups were involved in the process of using the new eCRM platform? *Follow up:* • Who from the business were involved and what was their role? • Who from IT were involved and what was their role? • Who from outside of the organization were involved?	Wie/welke groepen waren betrokken bij het in gebruik nemen van het nieuwe eCRM-platform? *Opvolging:* • Wie vanuit de business was betrokken en wat was hun rol? • Wie vanuit de IT was betrokken en wat was hun rol? • Wie van buiten het bedrijf was betrokken?	
KQ23.1	What contribution did these groups (business, IT, external parties) make in the process of using the new eCRM platform?	Welke bijdrage leverden deze groepen (business, IT, externe partijen) aan het formuleren van de strategie?	
KQ24	How did these people work together during the process of using the eCRM platform? *Follow up:* • How did these stakeholders interact with each other? What forms and/or tools were used to communicate (meetings, town halls, specific alignment sessions, email, etc.)? • Where was the initiative to communicate between stakeholder groups?	Hoe werkten deze mensen samen gedurende het in gebruik nemen van het nieuwe eCRM platform? *Opvolging:* • Hoe communiceerden/ interacteerden deze stakeholders met elkaar? Welke vormen en/of tools werden gebruikt om te communiceren (vergaderingen, zeepkist sessies, specifieke afstemmingsoverleggen, e-mail, etc.)? • Waar lag het initiatief om te communiceren tussen deze stakeholders?	
KQ25	Did you encountered functionality or parts of the system that did not match with the daily business/way of working? If so, how and to whom did you report these discrepancies?	Bent u functionaliteit of onderdelen van het systeem tegengekomen die niet pasten bij de dagelijkse gang van zaken/werkwijze? Zo ja, hoe en aan wie heeft u deze afwijkingen gemeld?	
KQ26	Were there any additional changes (outside of the initial program scope) performed? How did additional changes came about?	Zijn er aanvullende wijzigingen (buiten de oorspronkelijke scope) uitgevoerd? Hoe zijn aanvullende veranderingen tot stand gekomen?	
Closing questions *Before we conclude this interview, I'd like to ask a few closing questions.*			
CQ1	Are there any other stakeholders and stakeholder interactions we did not touch upon and are relevant to mention?	Zijn er andere stakeholders en stakeholder interacties die we niet hebben besproken en die relevant zijn om te vermelden?	n/a
CQ2	Do you want to add anything to the answers you've provided of to this interview in general?	Wil je in het algemeen iets toevoegen aan de antwoorden die je hebt gegeven op dit interview?	
CQ3	Are you interested in the end result of this research? If so, I will send you a copy of the final report.	Bent u geïnteresseerd in het eindresultaat van dit onderzoek? Indien ja, dan stuur ik u een kopie van het eindrapport.	
Script for closing the interview: EN: *I want to thank you for your time and participation in this interview. Your answers are a valuable contribution to this research.* NL: *Ik wil u bedanken voor uw tijd en deelname aan dit interview. Uw antwoorden zijn een waardevolle bijdrage aan dit onderzoek.*			

Appendix 5

Table 7. Overview of all used categories/themes and their description.

Category/Theme	Description
Categories:	
##DISTINCT PHASES WHITIN ALIGNMENT PROCESS	Identification of distinct phases within an alignment process.
##INTERACTION EAM -> STRATEGY FORMULATION	Every form of interaction or alignment from the EAM to the Strategy Formulation alignment processes.
##INTERACTION EAM <-> IT IMPLEMENTATION	Every form of interaction or alignment between the EAM and the IT implementation alignment processes.
##INTERACTION EAM <-> STRATEGY IMPLEMENTATION	Every form of interaction or alignment between the EAM and the Strategy implementation alignment processes.
##INTERACTION IT IMPLEMENTATION <-> IT USAGE	Every form of interaction or alignment between the IT implementation and the IT usage alignment processes.
##INTERACTION STRATEGY FORMULATION -> STRATEGY IMPLEMENTATION	Every form of interaction or alignment from the Strategy formulation to the Strategy implementation alignment processes.
##INTERACTION STRATEGY IMPLEMENTATION <-> IT IMPLEMENTATION	Every form of interaction or alignment between the Strategy implementation and the IT implementation alignment processes.
##INTERACTION WITHIN EAM	Every form of interaction or alignment within the EAM alignment processes.
##INTERACTION WITHIN IT IMPLEMENTATION	Every form of interaction or alignment within the IT implementation alignment processes.
##INTERACTION WITHIN IT USAGE	Every form of interaction or alignment within the IT usage alignment processes.
##INTERACTION WITHIN STRATEGY FORMULATION	Every form of interaction or alignment within the Strategy formulation alignment processes.
##INTERACTION WITHIN STRATEGY IMPLEMENTATION	Every form of interaction or alignment within the Strategy implementation alignment processes.
##INVOLVEMENT BACKOFFICE IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT BACKOFFICE IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT BUSINESS PROGRAM MANAGERS IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT BUSINESS PROGRAM MANAGERS STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT BUSINESS/IT DIRECTORS STRATEGY FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy formulation alignment process.
##INVOLVEMENT BUSINESS/IT DIRECTORS STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT CRM APP. SERVICE PROVIDER EAM	The degree of involvement of the mentioned stakeholdergroup in the EAM alignment process.
##INVOLVEMENT CRM APP. SERVICE PROVIDER IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT CRM APP. SERVICE PROVIDER STRATEGIC FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.

##INVOLVEMENT CRM CONSULTANT(S) EAM	The degree of involvement of the mentioned stakeholdergroup in the EAM alignment process.
##INVOLVEMENT CRM CONSULTANT(S) IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT CRM CONSULTANT(S) IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT CRM CONSULTANT(S) STRATEGY FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT CRM CONSULTANT(S) STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT CUSTOMER IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT CUSTOMER IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT EXT. TESTING PARTY IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT FINANCE IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT FINANCE STRATEGY FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT FINANCE STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT IT PROGRAM/PROJECT MANAGERS IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT IT PROGRAM/PROJECT MANAGERS STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT IT/APP._SOLUTION CONSULTANTS EAM	The degree of involvement of the mentioned stakeholdergroup in the EAM alignment process.
##INVOLVEMENT IT/APP._SOLUTION CONSULTANTS IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT IT/APP._SOLUTIONS CONSULTANTS IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT IT/ARCHITECTS EAM	The degree of involvement of the mentioned stakeholdergroup in the EAM alignment process.
##INVOLVEMENT IT/ARCHITECTS STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT LEGAL/PRIVACY IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT ONLINE DEPARTMENT IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT OPERATIONAL DEPARTMENTS IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT OPERATIONAL DEPARTMENTS IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT PRODUCT/BUSINESS OWNERS IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT PRODUCT/BUSINESS OWNERS STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./GENERAL MANAGEMENT IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.

##INVOLVEMENT SELLER ORG./GENERAL MANAGEMENT STRATEGY FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./GENERAL MANAGEMENT STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./IT EAM	The degree of involvement of the mentioned stakeholdergroup in the EAM alignment process.
##INVOLVEMENT SELLER ORG./IT IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT SELLER ORG./IT IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT SELLER ORG./IT STRATEGY FORMULATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./IT STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./IT/ARCHITECTURE IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT SELLER ORG./IT/ARCHITECTURE STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
##INVOLVEMENT SELLER ORG./MARKETING, SALES & SERVICE EMPL. IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT SELLER ORG./MARKETING, SALES & SERVICE EMPL. IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT TEAM/MIDDLE MANAGEMENT IT IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the IT implementation alignment process.
##INVOLVEMENT TEAM/MIDDLE MANAGEMENT IT USAGE	The degree of involvement of the mentioned stakeholdergroup in the IT usage alignment process.
##INVOLVEMENT TEAM/MIDDLE MANAGEMENT STRATEGY IMPLEMENTATION	The degree of involvement of the mentioned stakeholdergroup in the Strategy implementation alignment process.
Themes:	
#DEGREE OF STAKEHOLDER INVOLVEMENT	The degree that (from no involvement to heavy involvement) a stakeholder(group) is involved in one or multiple alignment processes.
#INTERACTION/ALIGNMENT	Every form of interaction or alignment between stakeholders within and between alignment processes.
#STRATEGY FORMULATION	The process of defining strategic objectives that the organization wants to achieve.
#STRATEGY IMPLEMENTATION	The process of setting up and maintaining structures to ensure that strategic objectives are realised in the operational context of the organization.
#EAM	The process of managing an organization’s architecture.
#IT IMPLEMENTATION	The process of embedding an IT solution within an organization.
#IT USAGE	The process of employing a system to perform a task.

Table 8. Selection of coded quotes and applied categories and themes.

Transcript ID:	Quote:	Code:	Category:	Theme:
JM1	*Het programma is gestart en pas na een aantal maanden is de business erover ingelicht dat dit programma liep en is er eigenlijk vanuit de EC gewoon een marsorder gekomen richting de strategie directeur bij [Naam BU 1] en de commercieel directeur bij [Naam BU 1] [hij bedoelt hier commercieel directeur BU 2] om hier aan een bijdrage te leveren en om dit succesvol te laten zijn.*	LINEAR FORCED ALIGNMENT ON STRATEGY FROM IT TO BUSINESS	##INTERACTION WITHIN STRATEGY FORMULATION	#STRATEGY FORMULATION #INTERACTION/ALIGNMENT
SC1	*SC: Ja dat is voornamelijk bij [Naam toenmalig Directeur Strategie IT] en… dus echt bij IT geweest.* *HH: Ja, dus die is echt vanuit IT is die…* *SC: Ja dus wat dat betreft is het natuurlijk ook echt… daar heb ik uiteindelijk ook nog wel… vind ik wel vrij schandalig dat en nog steeds gebeuren dat soort dingen dat dat soort dingen vanuit IT moet komen en niet zozeer vanuit de gedachte dat we het vanuit een business perspectief zouden moeten willen. Het is natuurlijk wel een combinatie van die twee, maar die droom van de klant 360 graden kunnen volgen, precies weten hoe en wat, 1 klantbeeld, alles… dat is allemaal vanuit IT/[Naam implementatie partner]… maar dat is een gokje… gekomen.*	INITIATIVE OF STRATEGY FROM IT IT PRESCRIBES STRATEGY TO BUSINESS		

AP1	*AP: Wat er toen is gebeurd is dat wij... eigenlijk hadden we SF al heel snel gekocht, moet ik je zeggen. En toen is er alignment gekomen dat wij zo'n programma alleen wilde kunnen opstarten op het moment dat de 2 commerciële directeuren aan de [Naam BU 2] kant en aan de [Naam BU 1] kant er ook echt voor gingen gaan staan. En dat was toentertijd was dat aan de [Naam BU 1] kant was dat [Naam toenmalig Commercieel Directeur [Naam BU 1]] en aan de [Naam BU 2] kant was het [Naam Commercieel Directeur [Naam BU 2]]. En beiden wilden niet. Dus wat hadden we gezegd, voordat we een programma opzet gaan maken moeten we zeker weten dat ze wel gaan staan, want ook binnen [Naam case organisatie] kun je nog steeds een topdown benadering hebben, maar dan nog moeten ze gaan staan.* *HH: Ja.* *AP: Echt wel gaan doen, want de ownership zit altijd bij die gasten. En ik denk dat dat ons een half jaar heeft gekost voordat ze allerbei gingen staan.*	FORCED ALIGNMENT FROM IT TO BUSINESS		
AP1	*AP: Ja, dat is een roadshow geweest om naar aanleiding van het besluit ga hier mee verder in de EC, zijn toen [Naam toenmalig Directeur IT Strategie] en [Naam CIO case organisatie] en soms [Naam Directeur IT [Naam BU 1]] erbij en soms ik [Naam Directeur IT Commercie] erbij en soms [Naam Directeur IT [Naam BU 2]] erbij zijn we toen met mensen als [Naam Directeur Strategie [Naam BU 1]] gaan praten, als [Naam Directeur Commercie [Naam BU 2]] gaan praten, als met [Naam Directeur [Naam BU 2]] gaan praten, als met [Naam Directeur [Naam BU 1]] gaan praten als met... alle mensen op dat soort niveaus zijn we gaan praten over dit is onze IT visie.*	ONE-WAY ALIGNMENT FROM IT TO BUSINESS ON STRATEGY		
AP1	*AP: Waarom hebben we dat zo gedaan? Dat is omdat we eigenlijk anders bang waren dat we er niet zouden komen, want, jij als geen ander weet, stel dat wij vanuit een bottom up visie zouden komen we gaan [Naam BU 2] en we gaan Brieven aan de voorkant op elkaar klappen, was de wereld klein hadden we nooit gered.* *HH: Ja.* *AP: Dus wat we nodig hadden is een mandaat van de board om ervoor te zorgen dat jongens als [Naam Directeur Strategie [Naam BU 1]], [Naam Directeur Commercie [Naam BU 2]], [onverstaanbaar], etc. Dat ze eigenlijk vanuit dát kader moesten gaan meedenken. Dat was het kader al punt.*	TOP DOWN ALIGNMENT FROM IT TO BUSINESS WAS CONSCIOUS CHOICE		

AP1	*HH: Ja, want wat jij... je beschrijft het heel goed of heel mooi, want er is, en ik weet dat zelf ook nog, destijds nog wel eens het idee geweest dat het programma ook een soort IT push was. Een IT gedreven programma.* *AP: Zeker.* *HH: Maar is dat ook zo?* *AP: Ja. Want... ja dus ik snap waarom je deze vraag zo stelt. Het lijkt alsof je het heel erg samen hebt gedaan, maar waar is het gevoel van IT push geweest? Dat is als volgt: dat is dat in de verdere detaillering in het verder uitwerken van deze architectuur, het klantgerichtheid wat we aan de voorkant wilde hebben dat is heel erg vormgegeven vanuit de technologie. Dus wat je ziet en dat is heel fijnmazig hoor, dat is aanwijsbaar nadat je het echt ook ziet is dat de capabilities van commercie afdeling, zoals we die voor SF hadden die waren echt van de jaren 90 en door SF daar neer te zetten, door SF af te dingen dat dat wordt neergezet, dwing je ook af dat commercie zich moet gaan aanpassen en ook capabilities moet gaan opbouwen op basis van het platform. En wat wordt heel erg gepercipieerd als technologie push. Wat we eigenlijk hebben gedaan, is we hebben gekozen voor SF als platform en we zijn daarna de requirements gaan opstellen. Want de keuze voor SF was er voordat wij de requirements hadden opgesteld. Dat is een hele bewuste keuze geweest en daar heb je ook heel veel lef voor nodig en als er eentje lef heeft is het wel [Naam toenmalig Directeur Strategie IT] geweest, want ik moet hem alle credits geven. En de stellingname daar was, en ik ga hem een beetje plastisch maken en een beetje beeldvormend, als je een boer vraagt die altijd met een paard en wagen heeft gewerkt: wat heb je nodig om je werk beter te doen? Zegt hij: een tweede paard. Als je dat de technologie vraagt, dan zeggen ze: een auto, een vrachtwagen. Dus als je de requirements opvraagt, dan krijg je een tweede paard. Als je heel stoer bent als technologie, zeg je: je hebt hier een auto. Het gevaar wat er dan ontstaat is als je die auto neerzet, dat is dus ook bij [Naam case organisatie] gebeurd, dat die boer zijn paard voor die auto gaat spannen en op het dak gaat zetten. Heel bewust, daar weet jij alles van, dat is ook enorme exercitie geweest. Heel bewust hebben we natuurlijk die gasten steeds meer opgeleid: ga in die auto zitten, dat paard moet je vergeten gaan, ga dat stuur vastpakken en moet je eens kijken hoe hard je gaat. Dit is natuurlijk heel fijnmazig geweest hoe dat is opgebouwd, maar dat is wel onze strategie geweest en dit is ook heel erg een IT strategie geweest. Een hele bewust IT strategie geweest waarin [Naam CEO case organisatie] en daar ben ik heel erg blij met onze [Naam CEO case organisatie] en ook met het karakter van [Naam CIO case organisatie], want als er eentje voor het podium kan staan en kan dingen verkopen is hij het wel. We hebben die ruimte ook gekregen. We hebben die ruimte gekregen om dit soort keuzes te maken. Maar wat je natuurlijk in het begin wel heel erg hebt gevoelt bij die gasten is dat*	ECRM STRATEGY WAS IT PUSH IT DICTATES ECRM STRATEGY ONE-WAY INTERACTION FROM IT TO BUSINESS ABOUT STRATEGY FORMULATION		

	ja... zitten die IT-ers ons nu te vertellen hoe wij ons werk moeten doen? Ja dat is natuurlijk mega aanwezig geweest. Dat komt hierdoor. Dat komt echt hierdoor.			

AK1	*AK: Ja, het was absoluut IT push. Dus in het begin van het SKY programma wilde [Naam BU 2] volgens mij ook helemaal nog niet mee doen. Dus ik denk dat het meer de visie van [Naam toenmalig Directeur IT - Strategic Change] en [Naam CIO] was van joh dit is goed voor het bedrijf, dus dit gaan we gewoon doen en dat aligende op heel hoog niveau ongetwijfeld wel met de business strategie, maar die verbinding dat dat netjes cascadeert naar de BU strategie, naar de alignment daarvan, ik denk dat dat redelijk bottom up IT push erdoor geduwd is. In de zin van ja, we zetten dit gewoon neer dit is goed voor de organisatie, ookal weet de organisatie het zelf nog niet, achteraf gaan ze er blij mee zijn.*	ECRM PROGRAM INITIATED FROM IT ECRM PROGRAM WAS IT PUSH INITIATIVE FROM IT TO ALIGNEMENT WITH BUSINESS ON STRATEGY		
JM1	*En dat betekent dat ook de strategische veranderingen, zeker op dit domein, vanuit IT gepushed werden. Dus de volledige business case die rondom SKYBP is opgesteld een volledige push is IT gedreven geweest. En alleen al inderdaad vanwege de harmonisatie en de rationalisatie van onze systemen en processen hadden we al een gezonde business case te pakken als het gaat om SKYBP.*	STRATEGY WAS INITIATED AND PUSHED BY IT		
AP1	*AP: Wat er toen is gebeurd is dat wij... eigenlijk hadden we SF al heel snel gekocht, moet ik je zeggen. En toen is er alignment gekomen dat wij zo'n programma alleen wilde kunnen opstarten op het moment dat de 2 commerciële directeuren aan de [Naam BU 2] kant en aan de [Naam BU 1] kant er ook echt voor gingen gaan staan. En dat was toentertijd was dat aan de [Naam BU 1] kant was dat [Naam toenmalig Commercieel Directeur [Naam BU 1]] en aan de [Naam BU 2] kant was het [Naam Commercieel Directeur [Naam BU 2]]. En beiden wilden niet. Dus wat hadden we gezegd, voordat we een programma opzet gaan maken moeten we zeker weten dat ze wel gaan staan, want ook binnen [Naam case organisatie] kun je nog steeds een topdown benadering hebben, maar dan nog moeten ze gaan staan.* *HH: Ja.* *AP: Echt wel gaan doen, want de ownership zit altijd bij die gasten. En ik denk dat dat ons een half jaar heeft gekost voordat ze allerbei gingen staan.*	FORCED ALIGNMENT FROM IT TO BUSINESS		
KV1	*Volgens mij hebben we het ook nog wel eens een keer in een EC [Executive Committee overleg] ofzo besproken, alleen dat was meer... dat was eigenlijk al van het begin af aan was al ergens voor gekozen dat we dit zo gingen doen, dus dat stuk daar hebben mensen ook wat stakeholdermanagement verricht denk ik, dat zal [Naam CIO] geweest zijn vanuit IT om überhaupt dit draaiende te krijgen.*	IT ALIGNES WITH BOARD		
…	…	…		

AP1	Dat is hoe zijn we gekomen tot de strategie zeg maar? Dat is als volgt: we hebben de marktontwikkeling op brieven en de marktontwikkeling op pakketten en de doelstellingen die [Naam case organisatie] daarmee had, dat is een gegeven, want dat is ook wat we moeten verantwoorden richting de aandeelhouders. Dus dat zijn de jaarplannen. De 2/3/4/5 jaarplannen. HH: Ja. AP: En dat is iets wat [Naam CEO case organisatie] met de raad van bestuur, met de board vaststelt een eventueel jaarlijks bijstelt, aanpast, aanscherpt, etc. Wat IT toen heeft gedaan is op basis daarvan, op basis van wat daar staat doorvertaald naar jaarplannen, heeft IT 2 dingen gedaan. Dat is het uitgangspunt geweest van wat wordt zometeen de vraag aan de IT kant vanuit wat Commercie en [Naam case organisatie] wil en het andere wat we [IT] hebben gedaan is we hebben gekeken naar de ontwikkeling überhaupt van IT. Dus wat is de ontwikkeling binnen het vakgebied technologie? En dan moet je denken aan de technologie die zich ontwikkelde naar een SaaS [Software As A Service] de technologie die zich ontwikkelde naar app first weet je, dat soort gekkigheid. Dus dat zat in de technologie en dat is... vaak zijn dat allemaal studies die ook Gartner met zich meebrengt of een nou ja wie dan ook. Dus we hebben die 2 op elkaar geplot. Dus hoe ontwikkelt de technologie zich en hoe ontwikkelt [Naam case organisatie] zich en de markt zich?	STRATEGIC THINKING FIRST PHASE WITHIN STRATEGY FORMULATION STRATEGIC THINKING BY IT	##DISTINCT PHASES WHITIN ALIGNMENT PROCESS ##INVOLVEMENT BUSINESS/IT DIRECTORS STRATEGY FORMULATION	#STRATEGY FORMULATION
AP1	AP: Zeker. Kijk wat je ziet... nou ja kijk [Naam toenmalig Directeur IT Strategie] was natuurlijk manager, maar als er eentje architect is dan is hij het wel, dus hij is het allebei in 1 en wat hij wel heeft gedaan, [Naam toenmalig Directeur IT Strategie], is dat hij eigenlijk ook een wat kleinere groep heeft geformeerd die kennis heeft van een aantal domeinen, bijv. [Naam Directeur IT [Naam BU 1]]. Dus hij heeft een groepje geformeerd met inderdaad een externe partij en met een aantal mannen en vrouwen die echt wel een beetje experts zijn op een onderwerp. Ik geef je een voorbeeld: als er eentje heel goed snapt hoe logistiek in elkaar zit i.r.t. IT, is dat [Naam Directeur IT [Naam BU 1]]. Dat is gewoon een logistiekeling die IT leuk vindt. Als er eentje heel goed weet hoe innovatie in elkaar zit: [Naam Directeur IT [Naam BU 2]]. Dus de hele cloud gedachte, eer wie eer toekomt, die kwam heel erg van [Naam Directeur IT [Naam BU 2]] af. In de zin van: dat geeft heel veel flexibilisering van kosten, omdat wij heel veel vaste kosten hebben wilde we eigenlijk veel meer flexibiliseren in vaste kosten [onverstaanbaar]. Ja, dan heb je cloud nodig. Dus hij heeft een aantal kennishebbers bij elkaar gehaald en die zijn toen met die strategie aan de slag gegaan en eigenlijk de zware analyses, op bijv. programma's, die heeft dan Anderson voor hem gemaakt.	FURTHER DETAILING OF STRATEGY AFTER IDEATION PHASE FURTHER DETAILING OF STRATEGY STARTED/INITIATIVE BY IT	##DISTINCT PHASES WHITIN ALIGNMENT PROCESS	#STRATEGY FORMULATION

JM1	JM: Ja dus wij hadden het SKYBP programma op een net wat andere manier ingericht als dat je het nu zei. Dus we hadden het eigenlijk in drie brokken opgedeeld, wat we noemde Discovery of te wel pre-discovery. Dat werd met name een groep mensen die verantwoordelijk was om de verschillende functionaliteit die we wilde realiseren te onderzoeken samen met de business. Van hoe is het dan nu ingericht, wat zouden jullie willen v.s. hoe werkt het systeem wat we hebben aangeschaft en daar eigenlijk de beste weg in te vinden. Dan kwam het in fase 2 , dat noemde we de factory, waarin het uiteindelijk gerealiseerd werd met name door onze partner [Naam implementatie partner]. Dus gebouwd en getest. Dan hadden we eigenlijk de derde dat was de implementatie en dat was een domein waar eigenlijk voornamelijk trainingen en communicatie ingezet werd om het vervolgens ook te laten landden binnen de organisatie. Uiteindelijk was ik vanuit mijn rol bij alle drie wel betrokken, maar lag de focus in ieder geval vanuit IT perspectief voornamelijk bij de eerste twee fasen. Dus de discovery en de ontwikkeling. Aangezien op het moment dat het naar implementatie ging dat het bij een implementatiemanager lag die direct werd aangestuurd vanuit de business.	SEVERAL PHASES WITHIN IT IMPLEMENTATION		#IT IMPLEMENTATION

RV1	RV: Ik kan me herinneren dat er bepaalde onderwerpen waar die... waarvan we dan de wens hadden dat die geïmplementeerd moesten worden. Die kwamen denk ik... deels kwamen die voort uit wensen vanuit de business en deels werden die ook geformuleerd door waar we als bedrijf naartoe wilde. Vervolgens waren er inderdaad Discovery sessies waarin we verder concreet maakte wat nou precies de bedoeling was. Dan hadden we... tegenwoordig zou je het een feature noemen ik weet niet hoe we het toen noemde, maar in ieder geval een bepaald afgebakend onderwerp waar we mee aan de slag gingen. En vervolgens deelden we dat op in, nou ja, noem het user stories die we stuk voor stuk, afhankelijk van waar... in welk team het terecht hoorde in het service of in het sales team, opgepakt en gebouwd hebben. En wat ik me daarvan kan herinneren is dat we daar een redelijk gestructureerde manier van werken in hadden. We hadden een functionaliteit die werd gebouwd, die werd tussendoor getest door de gebruikers. Ik kan me met name nog in Leeuwarden uitgebreide test dagen herinneren, waarbij we de keyusers van de afdelingen die het betrof hele dag of hele dagen aan de slag hebben gezet om datgene wat er gebouwd werd te testen, feedback te geven. Die feedback werd vervolgens verwerkt in datgene wat we gemaakt hadden. Dat werd opnieuw getest en pas als we het daarover eens waren ging het live. Ik kan me nog een dag herinneren in Leeuwarden dat we met zeker 6 man daar op de vloer aanwezig waren afwachtende wat er allemaal fout zou gaan en dat het eigenlijk hartstikke goed ging allemaal en dat we niet zoveel te doen hadden. Jij weet dat vast ook nog. Dus dat was de de algemene werkwijze. Zorgen dat je goed wist wat er gebouwd moesten worden. Vervolgens bouwen ondertussen testen, in ieder geval het functionele testen, al dan niet tegelijkertijd de gebruikerstest. Dus klopt het in de businessketen zeg maar, de end to end businessketen werkt het daarin. En dan vervolgens een live moment en niet onbelangrijk ook een stukje hypercare achteraf. En dat was de manier waarop we dat deden en vervolgens pakten we opvolgende daarop of tegelijkertijd een nieuw onderwerp op om dat te doen. Dus dat voor wat het IT stuk betreft.	SEVERAL PHASES WITHIN IT IMPLEMENTATION		

KV1	*KV: Ja het zullen wel meer ochtenden geweest zijn, maar alles bij elkaar zal het wel zoveel tijd geweest zijn. [onverstaanbaar] dagen, maar ik denk dan... dan is dat inderdaad vooral echt zo'n brainstormen geweest. Dus wat ik al zei, die behoorlijk is voorgekauwd door [Naam implementatiepartner], maar je ging wel dan in groepen uiteen in nou ja, ik weet niet meer inhoudelijk gezien kan ik nou niet precies de vragen natuurlijk tevoorschijn halen, maar wel bijvoorbeeld welke processen... we hebben bijvoorbeeld denk ik een keer, nu zou ik zeggen de customer journey, gemaakt of een procesplaat gemaakt van nou wat gebeurt er nou in bepaalde sales processen of wat gebeurt er in een bepaald marketing proces of in een service proces? Dus dat is volgens mij allemaal uitgetekend met specialisten en dan inderdaad van waar denk je nu dat je de efficiency kunt halen als je nou een schakeltje anders doet. Ik denk bijvoorbeeld aan... dat is dan uiteindelijk eerst natuurlijk op wat hoog over niveau gegaan en daarna wat dieper. Lees een Haal/Breng rit, ja hoe kun je nou zo'n rit nu echt handig inrichten.* *HH: Ja.* *KV: En dus dat begint met welke processen zijn nou processen die veel gebruikt worden en waar je denkt dat je wat mee moet en dat eindigt met ja en hoe ziet dat er dan uit? En dat zijn denk ik wel heel veel van die plak en geeltjes en brownpaper sessies geweest. En dit was ik wel 1 van de eerste projecten waar we Agile aan de slag gingen. En dat was nog best wel dingetje, omdat we toen natuurlijk rituelen en dat soort zaken ja dat was heel leuk voor [Naam implementatiepartner] die nog geen agenda had, maar wij die nog helemaal niet Agile waren was dat wel even een... nou ja, beetje een strubbeling.*	INVOLVEMENT BUSINESS STRATEGY IMPLEMENTATION INVOLVEMENT EXTERNAL IMPLEMENTATION PARTNER WITH IMPLEMENTING STRATEGY INVOLVEMENT IT STRATEGY IMPLEMENTATION TWO-WAY INTERACTION BUSINESS, IT AND EXTERNAL IMPLEMENTATION PARTNER STRATEGY IMPLEMENTATION	##INVOLVEMENT BUSINESS/IT DIRECTORS STRATEGY IMPLEMENTATION ##INVOLVEMENT SELLER ORG./GENERAL MANAGEMENT STRATEGY IMPLEMENTATION	#STRATEGY IMPLEMENTATION #DEGREE OF STAKEHOLDER INVOLVEMENT #INTERACTION/ALIGNMENT

AK1	*en op basis daarvan hebben we de sessies gehad, de heidagen, middagen van OK, hoe gaan we dan samen bepaalde dingen doen? Dus ik kan me herinneren dat vrij essentieel die hele One Customer Base beweging is geweest. Nou, die hebben we eigenlijk eerst inhoudelijk behoorlijk uitgetekend en daarna zijn we echt met een hele groep gaan zitten om daar allemaal over eens te worden dat dat het gezamenlijke beeld zou moeten worden en hoe dat dan vervolgens ook zou moeten qua volgorde.* *HH: Ja. Wie zaten in die groep? Was dat alleen maar IT of zaten daar ook andere stakeholdergroepen bij?* *AK: Nee daar zaten zeker ook vertegenwoordigers van business in, vanuit Commercie. Dat was altijd wel zoeken hè, want... dat is nu, vind ik, makkelijker. Ik kan me herinneren toen... je had proxy hè. Dus als je met pakket wilde praten dan kreeg je [NAAM TOENMALIG PROGRAMMAMANAGER BU 2]. Maarja, [NAAM TOENMALIG PROGRAMMAMANAGER BU 2] was niet [Naam BU 2] en die had zelf ook nog een andere mening. Dus aan de [Naam BU 1] kant was het vooral de club van [NAAM DIRECTEUR STRATEGIE EN DEVELOPMENT BU 1] en [NAAM TOENMALIG BUSINESS IMPLEMENTATION MANAGER] die de connectie waren naar de achterliggende business. Dus ja, dat was een subselectie van mensen die daarbij betrokken waren en die het vervolgens ook weer verder moesten uitdragen.*	TWO-WAY INTERACTION ARCHITECTURE, EXTERNAL IMPLEMENTATION PARTNER, BUSINESS ON STRATEGY IMPLEMENTATION	##INTERACTION WITHIN STRATEGY IMPLEMENTATION	#STRATEGY IMPLEMENTATION #INTERACTION/ALIGNMENT
…	…	…		
AK1	*En we hebben natuurlijk vanuit onze enterprise domeinarchitectuur ook doelstellingen hè, dus diezelfde business strategie met de klant centraal en kosten schaalbaar maken, hebben wij denk ik in onze domeinarchitectuur ook vertaald in van hoe ziet die doelarchitectuur daarbij eruit en dat is altijd een beetje ook een kip en een ei, want het 1 heeft niet veroorzaakt dat het andere er is hè, dus die dingen convergeren op gegeven moment ook wel hè, dus we schrijven natuurlijk in de doelarchitectuur ook op wat het gevolg is van die business strategie en dat pad wat je uitzet. Het zou raar zijn als die doelarchitectuur opeens een hele andere kant op zou gaan. Dus die overall enterprise en domeinarchitectuur is eigenlijk ook wel gaandeweg het programma ontstaan en verder ingekleurd en daarmee ook heel erg aligned met de strategie.*	BOTTOM-UP CREATION OF ARCHITECTURE	##INVOLVEMENT IT/ARCHITECTS EAM	#EAM #INTERACTION/ALIGNMENT
OG1	*OG: Dat was eigenlijk vanaf het begin eigenlijk altijd wel gestructureerd en over het algemeen wekelijks overleg tussen de belangrijkste dingen... architecten vanuit het programma.*	TWO WAY INTERACTION WITHIN ARCHITECTURE BETWEEN ARCHITECTS AND EXT. IMPL. PARTNER	##INTERACTION WITHIN EAM	

AK1	*dat we dan toch in de driehoek [Naam implementatie partner], [Naam consultant implementatie partner], [NAAM LEAD SOLUTION ARCHITECT IMPLEMENTATIE PARTNER], solution consultant en architectuur richting gaven van ja hoe modelleer je dat nu slim en daarna werd dat verder uitgewerkt, gedetailleerd en gemaakt.*	INVOLVEMENT ARCHITECTURE WITH PLATFORM/SOLUTION ARCHITECTURE INVOLVEMENT EXTERNAL IMPLEMENTATION PARTNER WITH SETTING UP PLATFORM/SOLUTION ARCHITECTURE INVOLVEMENT IT WITH SETTING UP PLATFORM/SOLUTION ARCHITECTURE TWO-WAY INTERACTION ARCHITECTURE, EXTERNAL IMPLEMENTATION PARTNER, IT WITH SETTING UP PLATFORM/SOLUTION ARCHITECTURE	##INVOLVEMENT IT/ARCHITECTS EAM	#EAM #INTERACTION/ALIGNMENT #DEGREE OF STAKEHOLDER INVOLVEMENT
…	…	…		
JM1	*Daar lag een redelijk zwart/wit proces onder. Dus je moest een aantal tolpoortjes door waarin de verschillende functionaliteiten en user stories aan moesten voldoen. Gebeurde dat niet dan accepteerde de factory baas accepteerde die user stories niet. En de factory baas die ging eigenlijk over een set aan testers en ontwikkelaars die dat moesten realiseren. En vanuit [Naam case organisatie] perspectief was dat dan redelijk een black box. Er ging wat uit [hij bedoelt hier "er ging wat in"] en dat duurde een bepaalde periode en dan kwam er wat uit. En als er dan wat uitkwam dan ging het naar business implementatie mits het niet goed was of mits er tijdens de bouw er toch nog de nodige vragen kwamen dan kon het weer terug het proces in gaan of ook weer terug naar de prediscovery. Dus nagelang het proces liep kwam het of weer terug richting prediscovery of het werd daadwerkelijk geïmplementeerd naar business implementatie.*	LINEAR ALIGNMENT BETWEEN EXTERNAL IMPLEMENTATION PARTNER & IT DURING REQUIREMENT REALIZATION	##INTERACTION WITHIN IT IMPLEMENTATION	#IT IMPLEMENTATION #INTERACTION/ALIGNMENT

OG1	*De rol van SF was, zoals ik net al zei, in het begin vooral adviserend. Dus we hadden een architect aan boord die konden we continu vragen stellen: wat is de best practices voor puntje puntje puntje. Zij namen geen actieve beslissingen. Dat was ook duidelijk in de scope beschrijving van de architect vanuit de leverancier dat zij alleen adviserend waren en nooit beslissingen zouden nemen.*	ONE WAY INTERACTION BETWEEN SF AND ARCHITECTURE AND IMPLEMENTATION	##INTERACTION WITHIN EAM ##INTERACTION WITHIN IT IMPLEMENTATION ##INTERACTION EAM <-> IT IMPLEMENTATION	#IT IMPLEMENTATION #EAM #INTERACTION/ALIGNMENT
…	…	…		
RV1	*We hebben daarvoor ook bij... aan die kant heel veel workshops georganiseerd. Die workshops hadden tot doel om... ik kan me nog herinneren dat we ze opdeelde in 2 stukken. 1 stuk waarin we op een wat hoger niveau het management van die gebruikersgroepen informeerde en zeggen van: jongens dit is wat we aan het doen zijn, dit is hoe het eruitziet dus we hebben daar ook wel demonstraties gegevens van jullie medewerkers gaan zo op deze manier straks op deze manier aan de slag met SF. En vervolgens daar gelijk aan gekoppeld sessies met keyusers waar we dezelfde demo hebben gegeven waar we vooral die keyusers ook in staat hebben gesteld om zelf aan de slag te gaan met de nieuwe functionaliteit en op die manier... We hebben daar veel tijd aan besteed, denk ik, op heel regelmatig basis het contact gezocht met die business en constant vertelt wat we aan het doen zijn en op die manier hebben we de verbinding tot stand weten te brengen en ook weten te behouden. Denkt dat dat een belangrijke succesfactor is geweest van het goed laten landen van deze verandering bij de business.*	INTERACTIVE WORKSHOPS BY BUSINESS FOR BUSINESS MANAGERS AND END USERS DURING COMMISSIONING IT SYSTEM	##INTERACTION WITHIN IT USAGE	#IT USAGE #INTERACTION/ALIGNMENT
SC1	*in het begin hadden we echt van die… de eerste twee weken soort echt de hypercare-achtige constructies waar iedereen die betrokken is geweest bij het maken ook echt paraat was om te helpen. We hadden floorwalkers van mensen die echt kennis hadden. Buiten het feit dat ze allemaal getrained waren voor die tijd. We hadden natuurlijk de key-users die allemaal wat meer wisten. We hadden floorwalkers en we hadden een proces ingeregeld dagelijks of twee keer dagelijks samenkwamen bij die tafel van hypercare waar mogelijk keuzes gemaakt moesten worden of niet. Van wat doe ik wel en wat doe ik niet. Is het works as designed, hebben we iets over het hoofd gezien*	ALIGNMENT BETWEEN STAKEHOLDERS ON IT USAGE		
…	…	…		

RV1	*HH: Ja, duidelijk. Wat... want je noemde heel erg van we hadden een aantal keyusers en we train de trainer concept toegepast en we hebben het lijnmanagement van de business hebben we geïnformeerd en de werkvloer hebben we apart geïnformeerd. Daar was jij natuurlijk vanuit, ik noem het maar even business, ook betrokken. Speelde er nog andere stakeholdergroepen een rol bij. Bijvoorbeeld IT zelf of [Naam implementatie partner] als externe implementatie partner?* *RV: Ja, uiteraard heeft [Naam implementatie partner] daar een rol in gespeeld omdat die de functionaliteit hebben gebouwd. [Naam implementatie partner] heeft in ieder geval wel aangeboden destijds en we hebben daar ook wel tijdelijk gebruik van gemaakt een ja... ik heb geen idee meer wat nou de precieze functienaam was van die persoon, maar ze hebben in ieder geval wel het aanbod gedaan om ons te helpen bij de implementatie. Dus daar heeft iemand een poosje rondgelopen bij [Naam case organisatie] vanuit [Naam implementatie partner] die een aantal ideeën had over hoe je dat het beste kunt implementeren. En ik moet zeggen dat we deels een aantal plannen van deze persoon hebben overgenomen en ook dat die wel geholpen hebben om het goed vorm te geven. En voor een groot gedeelte zat deze persoon er ook vaak echt gewoon keihard naast. Dus uiteindelijk was de wederzijdse energie niet zodanig dat we zeiden van nou hier moeten we echt mee verder gaan, dus op een gegeven moment zijn we ook gestopt met gebruik maken van de diensten van die persoon, hoe goed bedoeld ook. Dus dat voor wat betreft de rol van [Naam implementatie partner] daarin.*	INVOLVEMENT EXTERNAL IMPLEMENTATION PARTNER WITH COMMISSIONING IT SYSTEM	##INVOLVEMENT CRM CONSULTANT(S) IT USAGE	#DEGREE OF STAKEHOLDER INVOLVEMENT
RV1	*HH: Zeker. Gezien de tijd wil ik nog een paar afsluitende vraag stellen. We hebben natuurlijk een aantal stakeholder of stakeholdergroepen al genoemd in het afgelopen uur, uur en een kwartier. Zijn er nog groepen waarmee het project of het programma interacteerde die we zijn vergeten te noemen? Of die voor jou heel erg nog aan de voorkant van je geheugen zitten zeg maar?* *RV: Nou ja ik weet... het is wel grappig dat ik ze nu weer vergeet omdat we ze altijd vergeten. Backoffice is natuurlijk een hele belangrijke stakeholder hier in.* *HH: Welke backoffices zijn dat?* *RV: Het is vooral backoffice in Den Haag, dus backoffice Order2Cash die in deze hele veranderingen een belangrijke rol hebben gespeeld, maar ook de achterliggende afdeling in Groningen dus PSS die hier een belangrijke rol in gespeeld hebben omdat natuurlijk ook voor hun van alles en nog wat veranderde.*	INVOLVEMENT BACKOFFICE AS STAKEHOLDER	##INVOLVEMENT BACKOFFICE IT IMPLEMENTATION ##INVOLVEMENT BACKOFFICE IT USAGE	

JW1	*HH: Ja. En nog heel even voor de duidelijkheid hé, dus dat waren gesprekken die gingen nog niet zozeer over OK als we dit dan willen, hoe gaan we dat dan implementeren? Maar dat ging nog meer over wat willen we nou echt precies bereiken? Vanuit business ook.* *JW: Ja, die gingen daar wel over, maar dat was wel de hoofdtargets en de doelen die werden daar wel besproken. Dus wat is de tijdslijn, wanneer willen we het gerealiseerd hebben, hoe gaan we de structuur wegzetten, wie zijn vanuit de business betrokken en trekken daar de kar. Dus dat waren de eerste gesprekken en toen daarna ging die langzaam maar zeker over naar inhoud en daar dan ja een mijlpalenplanning in. Het was best wel watervalachtig hoe dat werd aangelopen. Dus ja, hoe ziet die tijdslijn er uit, wanneer moet je wat af hebben? Ja en dat werd dan geregeld besproken.*	INVOLVEMENT BUSINESS STRATEGY IMPLEMENTATION	##INVOLVEMENT BUSINESS/IT DIRECTORS STRATEGY IMPLEMENTATION ##INVOLVEMENT SELLER ORG./GENERAL MANAGEMENT STRATEGY IMPLEMENTATION	#DEGREE OF STAKEHOLDER INVOLVEMENT #STRATEGY IMPLEMENTATION
JM1	*JM: Ja dus de factory was primair echt wel onze partner [Naam implementatie partner]. Zij gaven eigenlijk aan van joh wij hebben de kennis en kunde over SF. Wij hebben dat al een aantal keer geïmplementeerd. En op het moment als we een scherp proces inrichten oftewel we zitten zeer strak op de handover van discovery naar factory dan kunnen wij als [Naam implementatie partner] zijnde de volledige ontwikkeling van de user stories en de functionaliteit voor je realiseren. En wat zij deden is dat op het moment dat er een predisovery was geweest dan gaven zij ook een mede inschatting af over hoelang het ongeveer zou duren en daarmee welke kosten dat gerealiseerd werd.*	LARGE INVOLVEMENT EXTERNAL IMPLEMENTATION PARTNER DURING REQUIREMENTS GATHERING	##INVOLVEMENT CRM CONSULTANT(S) IT IMPLEMENTATION ##INVOLVEMENT SELLER ORG./MARKETING, SALES & SERVICE EMPL. IT IMPLEMENTATION	#DEGREE OF STAKEHOLDER INVOLVEMENT #IT IMPLEMENTATION
OG1	*Om de implementatie te... verder te [onverstaanbaar]... we hebben altijd verschillende externe testers gehad, dus niet van [Naam implementatie partner], niet van [Naam case organisatie], maar externe testers om te valideren hoe... of het gemaakt was volgens spec.*	INVOLVEMENT EXTERNAL TESTING PARTNER DURING REQUIREMENT TESTING	##INVOLVEMENT EXT. TESTING PARTY IT IMPLEMENTATION	

OG1	*HH: Speelde de externe klant zelf... had die nog een hele actieve rol als stakeholdergroep in dat programma?* *OG: Minder in het CRM gedeelte, maar wel zeker in het BP gedeelte. Dus vanaf het begin zijn... in het begin waren... werd de user experience door [Naam UX partner] gedaan en later door [Naam case organisatie] zelf en vanaf het begin zijn, zeker bij alles wat BP, dus de extern facing pagina's zijn altijd door externe klanten gereviewed, panels gedaan om feedback op te halen, met een aantal klanten zijn er soms gewoon testsessie gedaan, gewoon mensen... die eye tracking om te kijken kunnen ze daadwerkelijk met de pagina omgaan, dus er zijn best wel altijd... zeker als het gaat om BP, vrij intensieve interactie met de klant geweest om te kijken wat we nu aan het bouwen zijn, wat we aan het maken zijn, werkt dat? En is dat ook iets wat we willen?* *HH: Ja, en dat gebeurde allemaal een klein beetje in die implementatie fase? Dus bij het ophalen van de requirements en het maken van de designs werd de klanten dan als klantengroep of als stakeholdergroep...* *OG: Ja als stakeholdergroep betrokken en dan vooral door panels, vooral door surveys, maar ook gewoon soms door bepaalde grote klanten actief te betrekken bij een discussie over hoe zou iets moeten gebeuren.*	INVOLVEMENT CUSTOMERS AS STAKEHOLDER INVOLVEMENT CUSTOMERS AS STAKEHOLDER DURING REQUIREMENTS GATHERING	##INVOLVEMENT CUSTOMER IT USAGE ##INVOLVEMENT CUSTOMER IT IMPLEMENTATION	
AK1	*Ja. Want wat we ook gedaan hebben is vanuit de strategie de klant centraal, [Naam BU 2] en [Naam BU 1] als aparte BU's eigenlijk bij elkaar gebracht. Die hadden voorheen 2 CRM systemen: [Naam BU 1] gebruikte SAP CRM, [Naam BU 2] gebruikte hun eigen SF in een beperkte implementatie. Vooral als klantbeheer eigenlijk en wat we gedaan hebben ook in het SKY programma is een herimplementatie van de CRM processen vanuit de context: [Naam BU 1] en [Naam BU 2] samen rondom de klant. Dus dat we ook 1 klant beeld konden bouwen over de BU's heen. Dus dat was ook wel een belangrijk strategisch doel.*	CONSOLIDATION AS PROGRAM GOAL	##ECRM PROGRAM GOALS	#STRATEGY FORMULATION
AK1	*Ja, vanaf het begin dat we natuurlijk vanuit het cloud programma SAP ECC en het hele SAP cluster SAP CRM ook gingen uitfaseren en daar vandaan ook vanuit architectuur, met [Naam toenmalig Directeur IT - Strategic Change] natuurlijk als onze aanvoerder, gezegd hebben we gaan naar een nieuw dedicated CRM systeem toe. Een cloud based CRM systeem. In dit geval dan SF en daar vandaan is eigenlijk een migratieprogramma gestart om SF te gaan implementeren*	MIGRATION AS PROGRAM GOAL		

JW1	*want SAP CRM, ja, dat... als je kijkt naar waar we naartoe wilde gaan, welke beweging we maakte, echt een platformstrategie... ook inhoudelijk hè, dus we hebben nu heel... we hadden toen heel veel mensen zitten die letterlijk dingen aan het bouwen waren binnen ons team en we wilde dat eigenlijk allemaal extern gaan beleggen. Dus dat je externe partners hebt die je helpen met het bouwen van bepaalde systemen op een cloud platform. Ja, en wat is dan het meest logische platform, dat is SF.*			
JM1	*En daarin kan je gewoon heel goed zien dat het een enorme push is geweest vanuit IT.*	IT DRIVEN GOALS		
RV1	*RV: Uiteindelijk, voor zover ik mij herinner was de noodzaak om dat BP programma aan te passen was puur een technische. En de... ga me niet vragen over hoe dat nou precies zit, maar zoals ik het heb begrepen was de basis voor de bouw van de BP zeg maar... de basis waarop de BP draaide een systeem of een basis die in ieder geval niet duurzaam genoeg was die niet lang houdbaar was. En er was dus echt een technische noodzaak om die BP aan te passen en die technische noodzaak had ook grote gevolgen voor de manier waarop de BP gebruikt werd.*	RENEWING OF IT LANDSCAPE AS PROGRAM GOAL		
…	…	…		

Appendix 6

Inleiding

Geachte heer/mevrouw,

Er is u gevraagd mee te werken aan een wetenschappelijk onderzoek. Meedoen is vrijwillig. Om u mee te laten doen, is uw toestemming nodig.

Voordat u beslist of u wilt meedoen aan dit onderzoek, krijgt u uitleg over wat het onderzoek inhoudt. Lees deze informatie rustig door en vraag de onderzoeker uitleg als u vragen heeft. U kunt ook de hoofdonderzoeker, die aan het eind van deze brief genoemd wordt, om aanvullende informatie vragen.

1. Doel van het onderzoek

De centrale onderzoeksvraag waar onderzoek naar wordt verricht luidt als volgt: *"Hoe manifesteert co-evolutionaire IS alignment zich in implementaties van Customer Relationship Management?"*.

Het doel van dit onderzoek is om te bepalen of en binnen welke processen alignment tussen business en IT stakeholders plaatsvindt tijdens een eCRM-implementatie. De nadruk ligt hierbij op alignment tussen meerdere stakeholders en de dynamiek die bij deze alignment komt kijken. Met dit inzicht kunnen organisaties handelen door alignment de juiste aandacht te geven tijdens CRM implementaties.

2. Wat meedoen inhoudt en wat wordt er van u verwacht

Door in te stemmen met uw deelname aan dit onderzoek wordt van u verwacht een bijdrage te leveren middels een of meerdere interviews. Daarnaast kan het zijn dat de onderzoeker vooraf of na afloop van het interview additionele informatie bij u opvraagt.

3. Als u niet wilt meedoen of wilt stoppen met het onderzoek

U beslist zelf of u meedoet aan het onderzoek. Deelname is vrijwillig. Als u niet wilt deelnemen heeft dat geen nadelige gevolgen voor u. Als u wel meedoet, kunt u zich altijd bedenken en toch stoppen, ook tijdens het onderzoek. U hoeft niet te zeggen waarom u stopt. De gegevens die tot dat moment zijn verzameld, mogen worden gebruikt voor het onderzoek.

4. Einde van het onderzoek

Uw deelname aan het onderzoek stopt nadat de verkregen informatie is geanalyseerd of indien u aangeeft te willen stoppen met het onderzoek zoals beschreven bij punt 3. Het hele onderzoek is afgelopen als alle deelnemers klaar zijn. Na het verwerken van alle gegevens informeert de

onderzoeker u over de belangrijkste uitkomsten van het onderzoek. Dit gebeurt ongeveer 5 maanden na uw deelname.

5. Gebruik en bewaren van uw gegevens

Voor dit onderzoek worden er gegevens verzameld, gebruikt en bewaard. Het gaat om de naam van de rol die u had tijdens de periode waar het onderzoek zich op richt. Het verzamelen, gebruiken en bewaren van uw gegevens is nodig om de vragen die in dit onderzoek worden gesteld te kunnen beantwoorden. De gegevens die worden gedeeld bevatten geen informatie die tot u te herleiden is. Ook in rapporten en publicaties over het onderzoek zijn de gegevens niet tot u te herleiden.

Vertrouwelijkheid van uw gegevens

Uw naam en andere gegevens die u direct kunnen identificeren worden bij het verwerken van de informatie uit dit onderzoek weggelaten.

Bewaartermijn gegevens

De gegevens zoals beschreven bij punt 5 moeten 10 jaar worden bewaard door de Open Universiteit.

Meer informatie over uw rechten bij verwerking van gegevens

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6. Heeft u vragen?

Bij vragen kunt u contact opnemen met de onderzoeker of hoofdonderzoeker.

7. Toestemming

Wanneer u voldoende bedenktijd heeft gehad, wordt u gevraagd te beslissen over deelname aan dit onderzoek. Met uw toestemming geeft u aan dat u de informatie heeft begrepen en instemt met deelname aan het onderzoek.

Bijlage A: contactgegevens (hoofd)onderzoeker

Onderzoeker: Henkjan Havenaar

Bereikbaarheid: te bereiken op werkdagen tussen 09:00 en 17:00 uur

Telefoonnummer: <*anonymized*>

E-mailadres: *<anonymized>*

Hoofdonderzoeker: Pien Walraven MSc

Bereikbaarheid: te bereiken op werkdagen tussen 09:00 en 17:00 uur

E-mailadres: *<anonymized>*